Agenda:  Community & Environment Committee

Date:  Monday 9 May 2016

Time:  6.00pm
Outline of Meeting Protocol & Procedure:
- The Chairperson will call the Meeting to order and ask the Committee/Staff to present apologies or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will ask whether a member(s) of the public wish to address the Committee.
- If person(s) wish to address the Committee, they are allowed four (4) minutes in which to do so. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (eg applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allotted four (4) minutes, the speaker resumes his/her seat and takes no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- The Chairperson has the discretion whether to continue to accept speakers from the floor.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

Recommendation only to the Full Council:
- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- Matters which involve broad strategic or policy initiatives within responsibilities of Committee.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters delegated to the Council by the Roads and Maritime Services.
- Matters not within the specified functions of the Committee.
- Matters reserved by individual Councillors in accordance with any Council policy on "safeguards" and substantive changes.
- Parks and Reserves Plans of Management (Strategies, Policies and Objectives).
- Residential Parking Schemes - Provision and Policies.

Delegated Authority:
- Community Services and Programs.
- Library Services
- Health.
- Licensing.
- Liquor Licences.
- Regulatory.
- Fire Protection Orders.
- Residential Parking Schemes (surveillance and administration).
- Traffic Management (Woollahra Local Traffic Committee Recommendations).
- Waste Minimisation.
- To require such investigations, reports or actions as considered necessary in respect of matters contained within the Business Agendas (and as may be limited by specific Council resolution).
- Confirmation of the Minutes of its Meetings.
- Any other matter falling within the responsibility of the Community & Environment Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed above.
- Statutory reviews of Council's Delivery Program and Operational Plan.

Committee Membership: 7 Councillors

Quorum: The quorum for a Committee meeting is 4 Councillors.
5 May 2016

To: Her Worship the Mayor, Councillor Toni Zeltzer ex-officio
Councillors Deborah Thomas (Chair)
Peter Cavanagh
Greg Levenston
Anthony Marano (Deputy Chair)
Andrew Petrie
Susan Wynne

Dear Councillors

Community & Environment Committee – 9 May 2016

In accordance with the provisions of the Local Government Act 1993, I request your attendance at Council’s Community & Environment Committee meeting to be held in the Council Chambers, 536 New South Head Road, Double Bay, on Monday 9 May 2016 at 6.00pm.

Gary James
General Manager
Meeting Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Subject</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Leave of Absence and Apologies</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Late Correspondence</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Declarations of Interest</td>
<td></td>
</tr>
</tbody>
</table>

**Items to be Decided by this Committee using its Delegated Authority**

D1 Confirmation of Minutes of Meeting held on 26 April 2016 - 16/59150 .................... 7
D2 Holdsworth Community 2016/17 Business Plan and Budget - 16/59463 .................... 9
D3 Delivery Program 2013 - 2017 and Operational Plan 2015/16 Quarterly Progress Report - March 2016 - Goal 1-A connected & harmonious community, Goal 2-A supported community, Goal 3-A creative & vibrant community, Goal 5-Liveable places, Goal 6-Getting around, Goal 7-Protecting our environment and Goal 8-Sustainable use of Resources (FY230) - 16/59021 ...... 33

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

R1 Support for Taste Orange, Food & Wine Festival, Robertson Park, Watsons Bay - 16/59863 ........................................................................................................... 91
Item No: D1 Delegated to Committee

Subject: CONFIRMATION OF MINUTES OF MEETING HELD ON 26 APRIL 2016

Author: Sue O'Connor, Secretarial Support - Governance

File No: 16/59150

Reason for Report: The Minutes of the Community & Environment Committee of 26 April 2016 were previously circulated. In accordance with the guidelines for Committees’ operations it is now necessary that those Minutes be formally taken as read and confirmed.

Recommendation:

That the Minutes of the Community & Environment Committee Meeting of 26 April 2016 be taken as read and confirmed.
Item No: D2  Delegated to Committee
Subject: HOLDSWORTH COMMUNITY 2016/17 BUSINESS PLAN AND BUDGET
Author: Sharon Campisi, Manager - Community Development
Approver: Kylie Walshe, Director - Community Services
File No: 16/59463

Recommendation:

That Council note the Holdsworth Community 2016/17 Business Plan and budget.

1. Background:

Holdsworth Community (Holdsworth) provides a range of services to the Woollahra community, ranging from community transport and activities for seniors to playgroups for young children. Until recently, the organisation has been comprised of 2 incorporated bodies with common management, Holdsworth Street Community Centre Woollahra Inc. (HSCC) and Holdsworth Family Services Inc (HFS). At the most recent AGM, the members agreed to wind up HFS (as this entity was no longer required to preserve Holdsworth’s PBI status) and transfer registration for HSCC from an incorporated association to a public company limited by guarantee. It is expected that this arrangement will be in place from 1 July 2016 under the new name Holdsworth Community Ltd.

Council has a long and successful relationship with Holdsworth in its various forms, commencing in the 1970s and building into the strong partnership that exists today.

Council has financially supported Holdsworth for over 40 years, with the 2015/16 allocation of $906,184, enabling it to provide appropriate services to the Woollahra community. Council also leases 2 premises to Holdsworth, namely Gaden (the former Woollahra Seniors & Community Centre), cnr Edgecliff Rd and Queen St and the general community centre facility at 64 Holdsworth St, Woollahra.

Council entered into a new Funding Agreement with Holdsworth on 27 May, 2013.

The agreement states that prior to the commencement of each financial year, Council will determine the level of funding and support to be provided to Holdsworth in that financial year, and that Council’s funding will increase in line with any increased costs of delivering the services, but not withstanding this, Council is under no obligation to increase the funding by more than the previous year’s CPI. The agreement also allows Council to reduce or withdraw funding with 12 months written notice of its intention to do so.

2. Reporting:

Under the Agreement Holdsworth is required to provide Council with the following information annually at the following times:

- Audited financial statements and Annual Report- by 30 October
- Business Plan – 31 March
- Strategic Plan – within 1 month of their adoption by the Board
This information has been provided by Holdsworth and is summarised in this report along with the funding to be provided by Council for the next financial year.

a) 14/15 Audited Financial Statements

The most recent audited financial reports were presented at the organisation’s annual general meeting held on Wednesday 28 October 2015 which was attended by staff and Councillors.

In summary, of the $884,083 provided by Council in 14/15, $821,758 was apportioned to HSCC and $62,325 to HFS. CEO Michael Ryan has also provided the following consolidated summary which highlights Council’s support and consolidated surplus of $193K.

Consolidated income:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Government</td>
<td>$1,785,254</td>
<td>37%</td>
</tr>
<tr>
<td>NSW Government</td>
<td>1,102,323</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Woollahra Council</strong></td>
<td><strong>884,083</strong></td>
<td><strong>18%</strong></td>
</tr>
<tr>
<td>Operations</td>
<td>485,409</td>
<td>10%</td>
</tr>
<tr>
<td>Fees &amp; Memberships</td>
<td>327,278</td>
<td>7%</td>
</tr>
<tr>
<td>Donations</td>
<td>216,819</td>
<td>4%</td>
</tr>
<tr>
<td>Waverley &amp; Randwick</td>
<td>39,700</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,840,866</strong></td>
<td></td>
</tr>
</tbody>
</table>

Consolidated expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>$3,684,542</td>
<td>(79%)</td>
</tr>
<tr>
<td>Programs</td>
<td>685,687</td>
<td>(15%)</td>
</tr>
<tr>
<td>Administration</td>
<td>277,229</td>
<td>(6%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,647,458</strong></td>
<td></td>
</tr>
</tbody>
</table>

He further advises that following several years of investing in leasehold improvements on Council assets, Holdsworth has been strengthening its balance sheet and has now achieved a working capital ratio of 1.5 and total equity of $1.1M. This has been an essential part of the organisations strategy in a period of unprecedented changes and future funding and cashflow uncertainty.

b) 14/15 Annual Report

The 14/15 annual report has also been provided. Highlights include:

- 2,832 people were supported by Holdsworth’s 189 volunteers and 84 staff which represents 20 different cultures and languages.
- A growth in fundraising income from $82,463 to $216,809 during the financial year.
- 887 families attended 200 daily playgroup sessions with between 40-50 families attending each morning.
- 20 evening sessions held about parenting issues.
- Achieving third party verification against the NSW Disability Standards.
- 43 children living with intellectual disability attended a full schedule of activities throughout the year including after school, Saturday and school holiday programs.
- 95 adults living with disability participated in a range of day and night social activities and sessions focused on building independent living skills.
- Programs for seniors were evenly divided between people with dementia and frail seniors.
• 1,427 older people attended a Holdsworth Community program. Programs range from activities such as discussion groups, music, knitting, university of the 3rd Age, water colour classes, bridge, yoga and exercise classes, art excursions and evening dining outings with over 20,000 hours of social connection provided across the year.

• 75 people living with memory loss attended Holdsworth Club which runs 5 days a week.

• 2,399 hours of counselling and support were provided to over 300 carers.

• 28,681 nutritious and delicious meals delivered to homes or provided through Gaden to older community members and those living with a disability.

• The main call on Community Transport services was for attendance at medical appointments and the shopping service. In 14/15, there were 20,584 community transport passenger trips which totalled over 185,000 kms travelled, and 1,411 people were provided with individual transport.

• When not in use on Holdsworth programs buses are hired out to other community organisations and local schools.

c) Business Strategy 2016-2019

The 2016-2019 Business Strategy, (Annexure 1) combines the Business Plan with the Strategic Plan required in the Agreement. This Strategy continues the commitment of Holdsworth to provide services to a wide range of residents of Woollahra, with key objectives to maintain independence and build happiness.

As outlined in the Business Strategy, there are a number of current government funded programs are being phased out or modified over the next two years (July 2016 to June 2018) that impact Holdsworth, including:

• ‘The introduction of the NDIS from July 2017 in South East Sydney which means the end of the State Government block-funded Community Support Program and Disability funding from July 2018.

• Portability and expansion of Consumer-Directed Care (CDC) packages from February 2017 will begin to change the way seniors with higher support needs are able to manage their own funding and could result in a shake-up of community aged care. Holdsworth is well positioned to benefit from this change.

• The Commonwealth Home Support Program (CHSP) will cease in its present form from July 2018 and, together with the CDC program, will merge into a new “Care at Home” program, the form of which has not yet been determined. This uncertainty is causing increasing levels of concern in the sector, but it is too early to tell how this will play out.

• Community Transport (CT) is also being affected, with new technology and rationalisation of services encouraging closer collaboration between neighbouring services. Because CT is a service type within both the CHSP (over 65s) and CSP (under 65s), it is unclear what role Transport for NSW will play after 2018.’

A further potential impact on Holdsworth’s future is the proposed amalgamation of Woollahra, Waverley and Randwick Councils into a single Council.

d) 2016/17 Budget

In conjunction with the Business Strategy 2016-2019, Holdsworth’s proposed 2016/17 budget, (Annexure 2) was approved by the board in March and includes $928,838 as continued funding from Woollahra Council and a projected surplus of $219,705. Council’s contribution includes an increase of 2.5% on the 15/16 contribution. The increase in funding by CPI has occurred on an annual basis in order to maintain service levels and is in accordance with the funding agreement.
3. **Identification of Income and Expenditure:**

The Council contribution of $928,838 has been included in the draft 2016/17 budget which is proposed for public exhibition on 11 May and adoption in June. The adoption of this recommendation makes no change to the method that Council allocates funding to Holdsworth as the funding is determined by Council during its annual budget process and in accordance with the funding agreement.

4. **Conclusion:**

The relationship between Holdsworth and Council is unique, with funding provided by Council used to leverage significant levels of funding from other funding sources. The annual report shows the range of programs provided and the ongoing commitment to improving the lives of the Woollahra community. This report recommends the notation of the Holdsworth Community Business Strategy 2016-2019 with the base budget request of $928,838 to be adopted as part of Council’s 16/17 budget.

**Annexures**

2. Holdsworth Community - Proposed budget - 2016 - 2017
HOLDSWORTH Community

I am the boss of my life

Business Strategy 2016-2019
A. CHANGING ENVIRONMENT

Holdsworth is at a critical crossroads. In the next two years, July 2016 to June 2018, a number of current government funded programs are being phased out or modified.

a. The introduction of the NDIS from July 2017 in South East Sydney means the end of the State Government block-funded Community Support Program (CSP) and Disability funding from July 2018.

b. Portability and expansion of Consumer-Directed Care (CDC) packages from February 2017 will begin to change the way seniors with higher support needs are able to manage their own funding and could result in a shake-up of community aged care. Holdsworth is well positioned to benefit from this change.

c. The Commonwealth Home Support Program (CHSP) will cease in its present form from July 2018 and, together with the CDC program, will merge into a new “Care at Home” program, the form of which has not yet been determined. This uncertainty is causing increasing levels of concern in the sector, but it is too early to tell how this will play out.

d. Community Transport (CT) is also being affected, with new technology and rationalisation of services encouraging closer collaboration between neighbouring services. Because CT is a service type within both the CHSP (over 65s) and CSP (under 65s), it is unclear what role Transport for NSW will play after 2018.

e. Potentially the biggest impact on Holdsworth’s future is the probable merger of Woollahra, Waverley and Randwick Councils into a single Council from July 2016 with elections held in March 2017.

Any one of these changes would have had a major effect on our organisation. Dealing with them all at the same time presents both challenges and the impetus to go back to our community and ensure that we are meeting their needs and that our value proposition is truly understood by participants, their families, regional community services organisations and importantly, current and future Councils.

Holdsworth will have relative certainty as to its level of government funding during this two year transition period as most of our current contracts run to June 2018, or have clauses which have long notice periods. In fact, there may also be growth funding and some new tendering opportunities available during this period.

Meanwhile, Holdsworth is actively working to ensure its future sustainability and the continuation and growth of its services to the people of eastern Sydney.
B. WHY WE DO WHAT WE DO:

Over the last few years we have defined our vision as helping people to create a Happy Life. We recognise that an essential element of this is having the power to exercise choice and control. We also recognise that this is far from the lived experience of many people who seek us out and that our job is to support people, in ways they value, as they continue on their journey towards becoming the boss of their life.

I am the boss of my life

Everyone has a right to a good quality of life. What makes up a good life is different for each individual. Being the boss of your life means you have the power to pursue those things which are important to your sense of happiness, including:

- control and choice
- pleasure
- belonging
- engagement and connection
- challenge and achievement
- meaning and purpose
- learning and growth
- personal power
- reciprocity - contribution through giving and receiving
- being valued and respected.

Vision for the future:

What people will say about Holdsworth:

1. Reputaion: Holdsworth is a happy place and makes me happier. I confidently recommend Holdsworth to other people.
2. Infrastructure: Holdsworth’s systems and processes are very flexible and support my needs efficiently.
3. Leverage: Holdsworth makes money go further by maximising the resources of the community when delivering solutions.
4. Trust: Holdsworth people walk alongside me and will either deliver what I want or help me get it elsewhere.
5. Funding: Holdsworth is innovative and resourceful in attracting funding and applying it effectively.
6. The Holdsworth Way: is a pathway to a “YES” culture and helps me be in control of my own life.
7. A Holdsworth Person: is open to possibility.
8. Reciprocity: I contribute my talents and receive the support I need and want.
Target community groups:

- Young families with children under 6;
- Seniors (over 65), many of whom are very frail or have dementia;
- Children and adults with intellectual disabilities;
- Carers; and
- Youth aged 14-18.

Our target community live independently or are supported at home.

Aspiration for all

- I am the boss of my life.

Our Job

- To do what our community values.

Focus

- Power – shift to the person to exercise maximum choice and control.
- Resilience – build capacity to prosper through change.
- Collaboration – do what we are really good at, share and work with others and refer on if this results in better participant outcomes. We will continue to work with other organisations through joint appointments, joint programs, sub-contracting, sharing training and physical resources.

Environment

- Reputation is critical for success in competitive environment.
- We will manage our physical resources to maximise community building.
- We work in an environment of continuous improvement.

Financial considerations

- We commit to achieving surplus budgets and strengthening our balance sheet.
- We will leverage-up our funding through cost-effectiveness, fundraising, partnerships and engagement with volunteer workforce.
- We will continue to diversify our sources of funding and geographic penetration.
- Personal control of funding will drive future decision making.

Program/Service Offerings

- Personal choice will become primary in the evolution of our program offerings.

People Management

- Investment in learning and development.
• Skilling up and better utilisation of volunteers.

Technology

• Investment in inter-connected cloud-based software and mobile hardware crucial to manage increasingly casualised workforce and individualised service offering.

C. KEY DELIVERABLES IN 2016-2018:

1) Legal Structure

Holdsworth will transfer its legal structure to become a public company limited by guarantee, with a name change to Holdsworth Community Ltd. Instead of encouraging a large membership base Holdsworth will be encouraging stakeholder support through donations. A company structure will give us more flexibility as we grow and enter strategic partnerships with other organisations.

2) Technology

Holdsworth will invest in new cloud-based technology for client management, goal-setting, measurement and government reporting, interfacing with our accounting software. This software will also streamline our ability to quote for NDIS services, invoice NDIA, manage shift allocations and timesheets. This is vital to improve efficiency and reduce overheads in an environment of increasingly thin overhead margins and a more competitive marketplace. Our aim is to eliminate all paper-based processes in managing our field staff and delivering services, without ever compromising client or staff privacy.

3) NDIS readiness

Prior to the roll-out of NDIS in July 2017 Holdsworth will have met with every participant and family in our under 65 programs and completed goal setting and objectives measures by way of assisting people to prepare for their NDIS plan. During this transition phase Holdsworth will align all its services to match participants’ personal goals and NDIA price guides and full cost recovery.

Holdsworth will be very clear about its value proposition and market positioning. As a niche player in the disability sector Holdsworth will partner with other players to ensure that participants are able to access the full range of supports they require.

Holdsworth will also work closely with those participants who may not receive support through the NDIS to ensure that they are well connected to other community resources.

We recognise that our disability services may grow or contract significantly as a result of the introduction of NDIS.

4) Transition to CDCs

Holdsworth will become an approved provider of community aged care. We will continue to grow our client base of people who receive Consumer Directed Care (CDC) funding, either as a sub-contractor to other service providers or as a primary package manager. We will
apply a similar approach to working with people with CDCs as to people with NDIS funding and will utilise goal setting technology to measure effectiveness of our services.

We will seek out further partnerships with other services which are able to provide complementary services to Holdsworth's.

5) Transport

Holdsworth will enter into a Memorandum of Understanding (MOU) with Randwick Waverley Community Transport Group (RWCTG) to work together in providing individual transport across Woollahra, Waverley and Randwick. The timing of this will reflect the roll-out of RouteMatch trip scheduling software which is designed to increase the efficiency and capacity of services by sharing resources across neighbouring areas. Holdsworth and RWCTG have requested to be early adopters of RouteMatch. Our aim is to increase services by up to 15% with no additional overhead cost.

There is already a lot of overlap between the two services and an MOU will pave the way to increasing the delivery of social support services to RWCTG’s clients and transport services to Holdsworth’s social support clients.

6) Councils

To ensure continuity of quality services to people in Eastern Sydney as commonwealth and state funding and programs transition, Holdsworth will work in partnership with Woollahra, Waverley and Randwick Councils (either separately or in combination after amalgamation). Holdsworth will use its long-term relationship with Woollahra as a model for future partnerships with other Councils.

Holdsworth will demonstrate to Councils the value it delivers by working in collaboration with other organisations across eastern Sydney and thereby build services, especially in the Waverley and Randwick areas.

Holdsworth will continue to reach out to the City of Sydney and to Botany and build programs and services in those areas also. The wider Local Planning Area (LPA), including Sutherland, Rockdale, Kogarah and Hurstville, will become important as new government contracts may expect services to be delivered across the whole LPA and people with individual funding will not be restricted by LGA when choosing providers.

7) Continuous Improvement

Holdsworth is committed to continuous improvement through listening to the voice of our community, implementing best practice models of care and always seeking business efficiencies and maximising the use of community resources. We will continue to shift power to community members, build resilience and collaborate closely with other stakeholders and organisations who can deliver value to our community.
D. 2018 AND BEYOND:

1) A new environment

Holdsworth will have been transformed by 2018 to operate competitively in a contestable market for community services. Individualised funding will bring many new entrants, including more for-profit providers. Holdsworth's network of relationships, both formal and informal, will be able to enhance the quality and range of services available to its community. Holdsworth will be open to merger and partnership opportunities which are in the community's interest and will also expand its offerings to meet perceived needs and where there is a sustainable business case.

Holdsworth is also open to the possibility of geographic expansion to match opportunities and community demand.

2) What we will be known for

Holdsworth will continue to build its expertise in supporting very frail seniors and people living with dementia to stay in their own homes enjoying the sort of lives they wish to lead. Its core offerings will be social connection, transport and food services. Through our cooperation with other regional services, people will be able to transition easily between providers as their needs change. Our integrated model of community based aged care will be best-practice in the sector.

Holdsworth's niche in disability services will continue to be the development and maintenance of life skills and independence in the context of recreation and leisure activities across age groups, with particular emphasis on times of transition through school years, early adulthood, independent living and onwards through to retirement.

Holdsworth will continue to provide services to young families with a purpose of laying the foundations of strong community connections.

3) What won't change

Our job is to be useful to our community. We will engage in continuous listening with our community and use those conversations to inform the development of our services. Applying person-centred philosophy and methodology, we will constantly define and re-define our work by our multi-faceted relationships with the community. Each year we will work to shift power to the individual as the person of influence, recognising that each person is the expert in their own life.

However, our resources are limited and our work will continue to be evidence based. We will measure both the cost-effectiveness of what we do and the perceived outcomes for our community. We also commit to increasing transparency of the real costs of everything we provide, whether or not it is being funded directly by a government funder or purchased by a participant with their own money or using an individualised package.
E. FOCUS

This section sets out in more detail themes highlighted earlier.

1) Power

Fundamental to this strategy is, to the extent that is practicable, having decisions made by the person affected and not for the person. To achieve this we commit to:

- Increasing authentic person-centred engagement for participants by providing opportunities for people to voice issues which are important to them and supporting them in developing action plans to address their issues.
- Moving choice and control to participants and using feedback to inform development of service offerings.
- Demonstrating to the community how they can become resilient decision-makers.

We will embed person-centred thinking into everything we do at Holdsworth. Person-centred perspectives will continue to inform every stage of our business planning, delivery, review and improvement.

We will make our processes both clear and attractive to people who may wish to include Holdsworth in their person-directed/funded service plans and also to any funders and donors supporting our work.

We will apply principles of person-centred planning to staff and volunteer engagement, learning and development and career planning.

Holdsworth will build flexibility into all its planning to accommodate the personal choices of participants.

OBJECTIVES:

- Move the power of choice and control to those who are directly affected by decisions.
- Have transparent processes so that everyone understands their rights and responsibilities.
- Apply the same principles to staff and volunteer engagement.
- Ensure that all staff are regularly in a position to listen to, reflect on and include community viewpoints in our quality management.

2) Resilience

Resilience can be defined as the ability of individuals, communities or organisations to anticipate, prepare for, cope with and recover from shocks and ongoing stresses in their lives. As a community, we are facing changes which as yet are not clearly defined, so becoming more resilient will equip us better to respond to these.

8 | P a g e
In order to build resilience in participants, staff, volunteers and our community we will implement strategies that result in us all being more:

- informed;
- organised;
- connected;
- knowledgeable; and
- efficient.

Across all our services the greatest stresses come during times of transition and change as we increase our levels of independence or adapt to changes in our degree of control due to failing health or levels of cognition. These major life events can be made more manageable through careful preparation, timely provision of information and being well networked with and connected to appropriate resources.

Holdsworth will work with all its participants, staff and volunteers to support each other, keep connected and informed in order to build the capacity of its community to stay in control during periods of change.

Holdsworth commits to prioritising capability building in working with all its participants.

OBJECTIVES:

- **Build capacity to thrive through change by preparing participants, staff, volunteers and community to understand the implications of changes before and while it is happening and keeping everyone fully informed about how change is likely to affect them personally.**

- **Work to increase everyone’s level of connectedness and circles of support.**

- **Encourage and support individual decision making and independence.**

3) **Collaboration**

For Holdsworth to remain resilient, cost-effective and useful it must ensure that it continues to provide services which are valued by its participants and that it is sufficiently connected with other people and organisations to maximise opportunities for collaboration. This may mean discontinuing some activities that are either not of demonstrable value or are more appropriately delivered elsewhere, or responding to gaps in the market and developing new offerings to respond to demand.

Holdsworth commits to an open culture of sharing information with outside organisations and looking for opportunities to work in partnership with others where this delivers positive outcomes to the community.

When working with other organisations Holdsworth’s decisions will be informed by how to achieve the best outcomes for individuals or groups in the community, not by the short term business interests of Holdsworth. In other words, Holdsworth will always consider the participants’ best interests when referring on to other providers.

Holdsworth will continue to be proactive in considering the strategic importance of future merger or partnership opportunities.
OBJECTIVES:

- Maintain productive two-way relationships with other community service providers.
- Focus on what Holdsworth is really good at and refer on to other services if that results in a better outcome for participants.
- Remain alert to potential opportunities for cooperation and collaboration.
- Seek out potential merger partners if and only if this has real benefits to the community.

F. FINANCIAL POSITION

1) Budget Strategy

In each of the next five financial years Holdsworth will budget to achieve an operating surplus.

- An operating surplus budget is calculated as income less expenses and capital expenditure. This will allow reserves to be increased at the rate of the annual depreciation charge. Investment expenditure outside the normal operations of the organisation may be approved by the board provided it is demonstrated that there will be a return on this investment in future years.

- The annual capital expenditure budget will be limited to the annual depreciation expense to have a neutral impact on cash flow.

- When additional resourcing (human and capital) is required it will be funded through existing funding.

- Holdsworth will adopt a true cost approach to allocating costs to programs. The marginal costs of programs and services will be transparent.

- Increasing government funding or mergers to further the organisation’s objectives will also allow more financial capacity to provide program support in the areas of HR, compliance and general management.

- Increasing discretionary revenue will allow Holdsworth to:
  - Pilot new programs for new participants,
  - Meet additional participant identified needs in existing programs
  - Strengthen Holdsworth’s cash flow management ability to transition from up-front block funding to person directed pay-as-you-go.
OBJECTIVES:

- All activities are managed within budget restraints.
- Operational savings are achieved throughout year.
- Existing funding maintained, where possible, and sources of funding are diversified.
- Balance sheet is strengthened each year

2) Geographic spread

While our primary community continues to reside in Eastern Sydney, for participants with individualised funding there will not be any geographic restriction if Holdsworth is their chosen service and the full cost of service is recovered.

For every dollar invested in Holdsworth by Council there is almost a five-fold multiplier effect on:
- the provision of services,
- economic activity generated within the municipality,
- employment opportunities created and most importantly,
- building a strong, connected and resilient community.

OBJECTIVES:

- Targets for service provision match and anticipate funding purpose.
- Leverage grant money and operational income to maximise cost-effectiveness.

3) Woollahra Council and potential merger with Randwick and Waverley

Key to our sustainability is our central support and funding from Council. Together we will be able to attract extra funding, philanthropic support and significant levels of additional services that neither Council or we would be able to do alone.

Over many years Holdsworth and Woollahra Council built a successful partnership in delivering community services. In the years ahead Holdsworth will demonstrate to a new merged Council (or independent Councils) of East Sydney, that this model can be replicated to enhance services to a wider geographic area.

From 2011 to 2014 Holdsworth invested over $600,000 in leasehold improvements to Woollahra Council’s properties, significantly eroding Holdsworth’s cash reserves. Holdsworth will leverage these investments by achieving surplus budgets, especially by operating Gaden partly as a social enterprise over and above its primary functions.
Holdsworth has since begun to re-build its cash reserves to strengthen its ability to meet new challenges and to expand its service model throughout East Sydney.

Holdsworth has established good relationships with both Waverley and Randwick Councils and has received financial support from both since 2014. Holdsworth will demonstrate to any newly structured Council that it can replicate the strength of its history of partnership with Woollahra and can take a leadership role working with other service providers in the expanded LGA to deliver value to residents. Holdsworth will position itself to ensure that its community is never disadvantaged as the result of any change in Councils and in fact prospers as a result of any operational efficiency that may result.

**OBJECTIVES:**

- Continue to build connection with Councils and work collaboratively in meeting community needs.
- Take a leadership role with other service providers in building partnership with potential merged Councils.
- Comply with lease obligations for both Holdsworth and Gaden.
- Ensure that Council’s funding always represents good value to the ratepayers.

4) Government Funding

Holdsworth will position itself to take full advantage of any changes to government funding over the next three years.

**OBJECTIVES:**

- Full compliance with all existing funding agreements.
- Applications made for new funding that are consistent with Holdsworth’s Strategic Plan.
- Build business model for individualised funding.
- Proposals for new services developed anticipating potential new funding initiatives.

Current individual sources of government funding are as follows:

a. **Commonwealth Home Support Program**

The Commonwealth Home Support Program (CHSP) combines a number of previous programs and is supported by the government’s My Aged Care gateway which in effect, centralises all new participant assessment and referral processes.
Holdsworth’s CHSP funding includes group and individual social support, allied health, meals and shopping and some transport. Approximately one quarter of this funding is specifically to support people with dementia.

This program also funds 80% of our community transport, which is subcontracted through Transport for NSW.

In addition to the CHSP, the government has committed to doubling the number of consumer-directed care (CDC) packages by 2022 for people with more complex or multiple support needs. From February 2017 consumers will have their CDC funding allocated directly and they may choose from which providers they wish to obtain services.

b. Community Care Supports Program and CSTDA- state

Holdsworth has two streams of funding from ADHC for people under 65: the Community Support Program (CSP) which provides “peer-support” funding for all our children’s programs and half of our adult services, and the CSTDA funding for adult recreation and holiday support which came to us with our merger with Junction House. We also receive some funding for carer services and for transport and meals. Contracts for these services have been extended till June 2018, however, this funding will taper off and be replaced by NDIS during 2017-18. The NSW government will provide no disability funding after July 2018.

Holdsworth’s best response to the high degree of uncertainty in this sector is to get as close as possible and listen closely to all members and potential members of this community, establish and build trust and deliver on person centred planning. In this way Holdsworth will build in sufficient flexibility to ensure people achieve the outcomes which are important to them. Holdsworth will continue to have a place as an advocate for people with disabilities and a disseminator of information in an increasingly complex funding environment.

c. Transport for NSW and Health Department Funding

In addition to our primary CHSP and CSP funding we currently receive a small annual grant through NSW Health to provide health related transport and from Transport for NSW (CTF funding) to provide trips to transport disadvantaged people who might not be eligible for community care trips. These two contracts total less than $40K per year.

The CTP program is being expanded from 2016 to include travel training in our part of Sydney.

d. Community Builders Program (FACS)

Our Community Builders (FACS) funding (less than $40K) supports our role as a source of community information. This funding is being reviewed and may be replaced by newly designed co-commissioned funding to strengthen communities.

5) Operational Income/Expenses
Holdsworth will continue to monitor both the appropriateness and affordability of all fees and charges to individuals, community groups and others.

It is expected that Holdsworth’s main opportunity for achieving operational income is the sale of food and beverages at Gaden to other members of the community and as a result of catering provided to groups who may wish to hire the facility after hours.

Hiring out our fleet, when not required for own needs, for the use of other community groups and schools is an important source of additional income.

We will continue to monitor cash flow management to maximise interest income.

All other administrative overheads will be reviewed annually with significant items, such as ICT, insurance and utilities reviewed and re-tendered on a regular basis.

**OBJECTIVES:**

- Fees and charges are comparable to other services and do not exceed people’s ability to pay
- Fees are increased to match cost increases, subject to affordability
- Gaden charges priced to be competitive and achieve social enterprise income from non community care customers
- Investment policy maximises interest income while being prudent

6) Fundraising

Holdsworth will continue to re-focus our fundraising activities to supplement other sources of funding. After seven years of experience in fundraising we are concentrating on raising our profile in the corporate and foundation sector in addition to our community and local business activities. We will continue to build strong community connections and foster stakeholder engagement with Holdsworth.

The development of IT platforms and marketing collateral are integral to the success of our fundraising capabilities. Fundraising is seen as a core part of our activities in order to decrease our reliance on government funding and to enable us to cross-subsidise other programs for which insufficient funding is available and for which people would have difficulty making higher co-contributions.

**OBJECTIVES:**

Our marketing/fundraising plan includes:

- Systematic approach to making funding applications to appropriate funding bodies, foundations and corporations;
- Effective use of fundraising technology, including CRM and social media;
- Annual program of fundraising events which are designed to build philanthropic support through targeting different demographics, including our
existing supporters, younger generation stakeholders and school population;

- Engagement of existing supporters to undertake fundraising activities on our behalf;
- Being open to the possibility of social venture opportunities;
- Undertaking sufficient public relations activities and advertising to keep our brand current and to engage potential stakeholders without raising demand that we cannot satisfy due to funding limitations.

**G. WHAT WE WILL DO**

We will structure what we do to reflect both people’s needs and aspirations and available funding. Where possible we will leverage off what we are already doing, staff strengths, volunteer availability, premises and fleet management and partnerships with other organisations in order to provide the greatest benefits we can to the most participants for the least marginal cost.

**OBJECTIVES:**

- Deliver person-centred services that maximise resources to help people achieve their stated aims;
- Change organisational culture to reflect new model;
- Make Holdsworth ready for person-directed funding; and
- Apply evidence-based, continuous improvements to service delivery.

1) **Community Life – people under 65**

We will be a full participant in the disability space through strengthening relationships, getting to know our community and being open and responsive to our people’s needs. We will deepen our relationships in the community and actively connect people to people or services. We will network with other services to extend our current networks in the community and actively market our services through school presentations, agency meetings and directly to families. Through this approach we will raise our profile within the community and attract new people to Holdsworth.

We will work closely with each individual and their family and support them towards having the life they want. We will strengthen relationships with all who are involved with Holdsworth so that we know what is important to them and develop an action plan alongside them which leads to a happy life.

We will respond to whatever it is individuals want and have processes in place that will assist in improving constantly the quality of services which lead to a happier life for each person. In order for this to happen we will evaluate and collect feedback on an ongoing basis from participants, their families and the wider community. Cloud-based technology and smart-devices will be utilised to provide transparent evaluation on the effectiveness of our services and to measure outcomes against goals.
We will maintain a strong workforce which will be more flexible and well equipped to work alongside individuals. Each staff member will prepare for the ever-changing world of the disability sector through ongoing supervision and training. We will actively work towards a cohesive team approach with common goals.

We will provide social support in person-centred, cost effective and meaningful ways. We will constantly evaluate and re-evaluate all of our existing programs to ensure that they continue to meet the evolving needs of our community.

2) Family liaison

Community care includes working with those who care for family members, supporting them in their caring role.

We will continue to take our lead from families and work with individuals and their families together, seeing them as part of a wider circle of support. Traditionally “carers” and “care recipients” are treated as separate participants in most service organisations. At Holdsworth we understand the inter-connectedness of issues in families where one or more members require support. Many of our older carers are also participants in their own right so it makes more sense that we offer blended services for family members.

Holdsworth will offer a mix of one-to-one life coaching and support and facilitated activities with families, reflecting their interests and needs.

Gaden is an ideal venue for our families to connect and support each other, at the same time accessing our services as and when required.

In the next five years we expect our role in supporting and advising families will increase enormously, especially with the advent of individual funding. We will continue to work on family-led projects, creating a community of support around our families.

3) Seniors Community

The people who access our seniors’ programs have regularly changing needs as their physical and cognitive health, mobility, and general interests progressively develop or deteriorate.

Our dementia specific programs, known as Club Holdsworth, as well as our Lifestyle & Culture Programs will regularly evolve in order to provide services to more people and make use of Gaden. People will choose programs based on their individual abilities and interests rather than simply on their diagnosis. We will also offer a greater choice and flexibility on our existing weekly programs by introducing flexible and ‘term based’ activities that have been identified in satisfaction surveys.

We have been accredited as a Dementia Friendly Organisation by Alzheimer’s Australia and are working with Council and local businesses to raise awareness of and normalise living in the community with dementia.

Gaden programs are being built with the help of skilled volunteers to offer wider choice and to encourage people to do much more for themselves. Gaden allows us to monitor more
closely the general well-being of many of our people and will allow them more easily to
support and look out for each other.

We will always incorporate the quality cycle in our strategic planning for seniors: listen, plan,
deliver, review and repeat.

Program planning will reflect personal feedback, and create service openings for more
people. Where there is a financial commitment required, Holdsworth will, as well as looking
at traditional sources of funding, seek other ways of delivering the services. This will include
corporate sponsorship as well as taking advantage of the specific skills of volunteers.

The connect program is a specifically funded part of our community care and will allow us to
work more intensively with isolated individuals. This program is fully integrated with our
Home Cuisine program.

Reviewing people’s needs and wishes will be a continuous process within all programs as
well as regular formal re-assessments. The close relationships built up by staff will help them
identify, not only what people want to do, but also how they need to be supported whilst they
are with Holdsworth.

The introduction of individual programs for people with younger onset dementia and for
older people with dementia who do not benefit from group activities has proved successful.
We will extend this individualised service to meet people’s wishes.

Our person centred approach has its own challenges. It requires more intensive assessment
and re-assessment for each person in order to develop our future programming. This may
take more administrative time at the beginning, but over time the benefits will be obvious.

My Aged Care has both streamlined and complicated the assessment process for new
referrals. It will take time before this operates smoothly, but Holdsworth will work with older
people to ensure that no one misses out on services or experiences undue delays before
being connected to Holdsworth’s services.

4) Community Transport

We are in the business of providing safe, professional, trustworthy community transport
while at the same time increasing for all our passengers’ sense of happiness and pleasure.
This requires not only effective fleet management and maintenance, but also the recruitment
and training of drivers with strong interpersonal skills and a genuine interest in the welfare of
our passengers.

The biggest challenge for community transport in the next five years is to work
collaboratively with other community transport providers in order to realise the potential of
our expensive infrastructure.

From July 2016 Transport for NSW is rolling-out, and funding, a Centralised Trips Allocation
and Booking Service called RouteMatch which could dramatically change the operation of
our services. The stated purpose is to release more resources to direct service delivery.
Holdsworth is seeking to benefit from this technology by partnering with our neighbouring CT
provider, Randwick Waverley Community Transport Group.

Many of the people who use our individual transport service are very frail and isolated, often
with numerous health related issues which prevent them from fully engaging in the
community. Individual transport is an essential tool of Holdsworth’s participant outreach program, thus providing a valuable community safety net. In any review of services we cannot lose this important aspect.

Individual Transport will remain our core service, including the operation of shopping services, utilising bus assistants and volunteers who assist with carrying shopping to people’s kitchens.

With the increase in trips and number of staff employed in the service the greatest challenge is to maintain standards of safety, reliability and customer service while operating cost-effectively.

5) Family Services

Family Services for children under six will continue to operate during school terms. Funding for this service has primarily been from Woollahra Council and from service users.

We budget to attract up to 50 families per day to our supported playgroup. We expect this level of participation to continue, but it is unlikely to grow due to the physical limitation of our playground and other facilities.

We will continue to conduct a number of other specific parent support programs each term within Playgroup and out of Playgroup hours.

There is a high demand from young families to attend our service as opposed to parent-run playgroups because of the high standard of support offered and the low level of involvement required from parents. We need to ensure that parents feel supported to seek help from our team with the range of issues encountered by young families and that they have opportunities for peer support as a result of their participation in the service.

6) Youth Services

Over the last eight years Holdsworth has built strong ties with many schools in the area. Our primary connection has been through our Funsworth volunteer program, but we have also participated in a wide range of other school partnerships, some of which are on-going. These have included home visiting programs, the production of a book of seniors stories, a memory book project, two disability awareness projects, a ball co-hosted by two schools, a monthly dance program, and occasional music appreciation programs.

We have been a foundation partner in the REELise Film Festival, which supports teenagers to work against cyber-bullying by making films on their iPhones. This has opened up new possibilities for ways in which we might work with the youth sector in the future. We will continue to engage with youth in order to support our services and to inspire a generation to become life-long volunteers and charitable donors.

H. PEOPLE MANAGEMENT

1) Staffing

Employment costs continue to account for more than 75% of Holdsworth’s cost structure. Holdsworth will continue to structure its teams in ways which best meet the needs of participants and to release the greatest potential of collaboration and innovation.
We will continue to invest in skills development, both externally and through the Holdsworth Pathways Learning and Development Program. The key to Holdsworth’s success in the uncertain environment of the next five years is to have a workforce that is not only highly skilled, but also extremely flexible and able to be reassigned between programs and projects as needs dictate.

2) Volunteering

Our Volunteer experience will continue to be a source of strength for Holdsworth. Our strong brand attracts skilled and willing volunteers from right across the municipality and beyond and we are becoming an important source of referrals for volunteers to other community organisations.

The future expansion of services is heavily dependent on our ability to attract, train and retain volunteers. In the years ahead we aim to overhaul our approach to volunteering in order to increase greatly the number of volunteer hours available to the community.
## Holdsworth 2016/2017 INCOME & EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>Income</th>
<th>Expenditure</th>
<th>Total Income</th>
<th>Total Income</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Holdsworth 2016/2017 INCOME &amp; EXPENDITURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>March 16 Version</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>June 16 Forecast</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recurrent</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commonwealth</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>State</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Local Govt.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Local Govt.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activities Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Client fees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Donations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Activities Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employ Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Admin Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Surplus (Deficit)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Funding</td>
<td>1,990,900</td>
<td>1,990,900</td>
<td>1,990,900</td>
<td>1,990,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td>1,292,772</td>
<td>1,292,772</td>
<td>1,292,772</td>
<td>1,292,772</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>1,297,373</td>
<td>1,297,373</td>
<td>1,297,373</td>
<td>1,297,373</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td>909,400</td>
<td>909,400</td>
<td>909,400</td>
<td>909,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td>99,900</td>
<td>99,900</td>
<td>99,900</td>
<td>99,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>33,900</td>
<td>33,900</td>
<td>33,900</td>
<td>33,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>5,181,255</td>
<td>5,181,255</td>
<td>5,181,255</td>
<td>5,181,255</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>4,055,540</td>
<td>4,055,540</td>
<td>4,055,540</td>
<td>4,055,540</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,236,795</td>
<td>9,236,795</td>
<td>9,236,795</td>
<td>9,236,795</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: All figures are in thousands.*
Item No: D3  Delegated to Committee


**Subject:**

**Author:**
Don Johnston, Chief Financial Officer

**Approver:**
Tom O'Hanlon, Director - Technical Services

**File No:**
16/59021

**Reason for Report:**
To review the status of the Priorities and Actions in Council’s Delivery Program 2013 to 2017 and Operational Plan 2015/2016 for the six months ending 31 March 2016.

**Recommendation:**

THAT the March 2016 Quarterly Progress Report on Goal 1-A connected & harmonious community, Goal 2-A supported community, Goal 3-A creative & vibrant community, Goal 5-Liveable places, Goal 6-Getting around, Goal 7-Protecting our environment and Goal 8-Sustainable use of resources of Council’s Delivery Program 2013 to 2017 and Operational Plan 2015/16 be received and noted.

1. **Background:**

Council adopted its Delivery Program 2013 to 2017 and Operational Plan 2015/16 (DPOP) in June 2015 in accordance with the Integrated Planning and Reporting (IPR) Legislation for NSW Local Government. The Delivery Program and Operational Plan are two of the key strategic planning documents that comprise Council’s IPR Framework.

It is a requirement under the IPR Legislation that Council report on the progress of its Delivery Program at least every six months. In response to this requirement, and in order to ensure that Council’s reporting to the community is transparent, timely and manageable under the legislation, progress reports on the DPOP are presented to Council quarterly for the periods ending 30 September, 31 December, 31 March and 30 June each year.

The framework for quarterly progress reports is consistent with the structure of the Delivery Program and Operational Plan which have been developed around the following interrelated themes and supporting goals:

**Theme: Community well-being**

Goal 1: A connected and harmonious community
Goal 2: A supported 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 & participation**

Goal 10: Working together
Goal 11: A well-managed Council
Council’s Quarterly DPOP Progress Report as at 31 March 2016 for Goals 1, 2, 3, 5, 6, 7 and 8, being the goals most relevant to the Community & Environment Committee, is provided as Annexure 1.

Progress comments for all DPOP Actions are provided in the tables of Annexure 1. Council officers provide updates on these comments on an ongoing basis for internal management purposes, with the comments collated at the end of the quarter for reporting to Council and the community.

A tick in the final column of the table in Annexure 1 headed “Updated Comments” indicates the comments relating to that action have been updated since the previous quarterly report to Council. The purpose of the tick is to enable Councillors and other readers of the report to easily identify where an action status has been updated.

Statistics summarising the status of DPOP Actions are included in the introductory pages of Annexure 1.

2. **Adopted Notices of Motion (NOM):**

To assist with tracking progress in relation to NOM, Annexure 2 to the Quarterly Progress Report provides progress comments for all Community & Environment related NOM.

The following table presents a summary of the status of all NOM as at 31 March 2016:

<table>
<thead>
<tr>
<th>Total NOM at 31 December 2015</th>
<th>Community &amp; Environment Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>New NOM - March Quarter</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total NOM at 31 March 2016</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Less Reported as Completed</td>
<td>(0)</td>
</tr>
<tr>
<td>Reported as ‘In Progress’</td>
<td>5</td>
</tr>
</tbody>
</table>

3. **Conclusion:**

The March 2016 Quarterly Progress Report on Goal 1-A connected & harmonious community, Goal 2-A supported community, Goal 3-A creative & vibrant community, Goal 5-Liveable places, Goal 6-Getting around, Goal 7-Protecting our environment and Goal 8-Sustainable use of resources of Council’s Delivery Program 2013 to 2017 and Operational Plan 2015/16 draws together progress comments from the respective Council officers. It is presented to inform the Committee and community of Council’s progress in implementing the actions in its Delivery Program and Operational Plan.

---

**Annexures**

1. Quarterly Progress Report - March 2016 - Goals 1,2,3,5,6,7,8

2. Notices of Motion Status Report at March 31 2016
Quarterly Progress Report
(March 2016)

Link to Community Strategic Plan – Woollahra 2025
Goal 1: A connected & harmonious community
Goal 2: A supported community
Goal 3: A creative & vibrant community
Goal 5: Liveable places
Goal 6: Getting around
Goal 7: Protecting our environment
Goal 8: Sustainable use of resources
DELIVERY PROGRAM & OPERATIONAL PLAN
2015/16

Quarterly Progress Report Statistics to end of March 2016

This report includes Actions included under Goal 1: A connected and harmonious community, Goal 2: A supported community, Goal 3: A creative and vibrant community, Goal 5: Liveable places, Goal 6: Getting around, Goal 7: Protecting our environment and Goal 8: Sustainable use of resources.

A snapshot of the Action status by quarter is provided below:

<table>
<thead>
<tr>
<th>Status</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>In Progress 1</td>
<td>29</td>
<td>33</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td>20</td>
<td>23</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Deferred</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Commenced</td>
<td>7</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Number of Actions</td>
<td>57</td>
<td>57</td>
<td>57</td>
<td></td>
</tr>
</tbody>
</table>


Goal’s 1,2,3,5,6,7,8
Action Status as at 31 March 2016

- Not Commenced
- Deferred
- Ongoing
- In Progress
- Completed

12% 35% 40% 42%

51% 58% 53% 52%
# DELIVERY PROGRAM & OPERATIONAL PLAN 2015/16

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Theme : Goal 1</th>
<th>Community Well-being: A connected and harmonious community</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2025</td>
<td>1.1 Further foster and build community partnerships and networks</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1.2 Increase engagement in community activities</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>1.3 Improve access to information</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>1.4 Encourage respect and support for social and cultural diversity and inclusion</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Theme : Goal 2</th>
<th>Community Well-being: A supported community</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2025</td>
<td>2.1 Increase access to services and information to support the community</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>2.2 Support opportunities to participate in active and healthy recreational activities</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>2.3 Encourage independent living for older people and people with special needs</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>2.4 Protect the health and well-being of residents and visitors to our area</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>2.5 Improve community safety and reduce crime in Woollahra</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>2.6 Increase opportunities for young people</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Theme : Goal 3</th>
<th>Community Well-being: A creative and vibrant community</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2025</td>
<td>3.1 Preserve and promote local history and heritage</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>3.2 Support the celebration of local people, places and cultural heritage</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>3.3 Provide innovative and enhanced library services that encourage lifelong learning</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3.4 Support and promote arts, artists and cultural development within the local community</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>3.5 Improve the accessibility of arts to the broader community</td>
<td>22</td>
</tr>
</tbody>
</table>
DELIVERY PROGRAM & OPERATIONAL PLAN
2015/16

A HEALTHY ENVIRONMENT: Sustainable use of resources

| 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 total water usage by Council and on private property |
| 8.5 | Promote and carry out water sensitive urban design |

THEME: Goal 8
Strategy 2025
### Quarterly Progress Report

#### THEME: Goal 1
COMMUNITY WELL-BEING: A connected and harmonious community.

**Strategy 2025:** 1.1 Further foster and build community partnerships and networks.

**Priority: 1.1.1** Promote and facilitate community participation and partnerships.

**Priority Progress Comments:**
During this quarter International Women's Day was celebrated with three activities and events. Several community grant recipients also hosted Council supported activities and events this quarter including over 130 attendees at the Sydney Croquet Club open day 'Croquet with Alice and the Queen of Hearts' and more than 300 attendees at the screening of "The Song of Life" Documentary hosted by the Zakythian Association of Sydney and NSW in partnership with the National Council of Jewish Women of Australia, NSW Division.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.4 Facilitate an International Women's Day event.</td>
<td>Completed</td>
<td>On 8 March, Council partnered with World of Women's Cinema (WOW) to host a short film screening followed by panel discussion with film makers. 55 - 60 people attended this event at Redleaf. An intergenerational activity was held at Gadon on 8 March which brought local knitting groups and Ascham students together to share knowledge and skills over afternoon tea. There were 27 participants, including 10 students. A Networking brunch was held on 3 March to thank a range of different services who support women in the community who have fallen on hard times. 16 attendees, representing 12 different organisations came together to build cross sector relationships.</td>
<td>Manager Community Development</td>
<td>31/03/2016</td>
<td></td>
</tr>
</tbody>
</table>

| 1.1.5 Provide grants to community organisations to support community and cultural services and activities. | In Progress | At the meeting on 14 December, Council allocated the second round of the 15/16 community and cultural grants program, awarding $19,345 to local organisations and schools, making $65,295 allocated for projects and activities in 15/16. Applications for the first round of the 2016/17 grants have opened and will be received until Friday 20 May 2016. | Manager Community Development | 30/06/2016 | |

**Priority: 1.1.2** Continue to work in partnership with Holdsworth Community Centre and Services (HCC&S).

**Priority Progress Comments:**
Our partnership with Holdsworth continues with staff participating in Council's Aged and Disability study and collaborating on local projects such as Seniors Week and the Dementia Friendly communities project.

**Priority: 1.1.3** Work collaboratively with other government and non-government local, regional and State organisations.

**Priority Progress Comments:**
On 17 September ERLGATSIF member councils hosted a forum at Leichhardt Town Hall - Starting the Conversation - Ethical Trading in Indigenous Art. Six expert panelists presented a lively discussion about the complex issues around Indigenous art, attended by approximately 100 participants.
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.3.2 Implement cultural initiatives identified in the Double Bay Place Plan and the Oxford Street Place Plan, in collaboration with local businesses.</td>
<td>Ongoing</td>
<td>Cultural initiatives are part of the monthly Place Making Team meeting. Staff worked with a steering committee to develop the Chinese Cultural Celebration for Double Bay, held in February 2016. The inaugural Woollahra in Spring Guide was finalised and distributed from September to November 2015. A key feature of this art and culture specific guide was the DIY walking tours which focus on promoting Council's public art and plaque collection, as well as local galleries by area.</td>
<td>Cultural Development Coordinator</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

**Strategy 2025:**  1.2 Increase engagement in community activities.

### Priority:  1.2.1 Provide and facilitate a range of community projects and programs.

**Priority Progress Comments:**
Council continues to provide and facilitate a range of community programs and projects in response to identified community interest.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
</table>
| 1.2.4.3 Manage and widen the Library volunteer program for greater use of volunteers in the opening of the new Double Bay Library. | In Progress | Significant progress has been made to recruit and train new volunteers in preparation for the move to the new Double Bay Library. As at 31 March 2016, there were 111 active Library volunteers. The key roles advertised include assistance with events and programs, general library service, the home library service and recently the new roles of technology assistance, Justice of the Peace and Welcome Ambassador.

A quarterly Volunteer’s meeting was held on 2 March 2016 in the Council Chambers as a means of keeping volunteers up to date on progress with the new Library and to obtain feedback on the Volunteer program. 29 volunteers attended.

The new Woollahra Libraries VIP program has commenced, with | Manager Library & Information Services | 30/06/2016 |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>benefits communicated to all former Woollahra Library Friends members and Library members who have continuously used the Library Service for 15 years plus. The first VIP reception occurred in February 2016, prior to the Poets Picnic event with over 60 Library VIP's in attendance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy 2025:</td>
<td>1.3</td>
<td>Improve access to information.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----</td>
<td>--------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority:</td>
<td>1.3.1</td>
<td>Provide high quality information to promote community organisations, events, services and activities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Progress Comments:</td>
<td>Information provision is ongoing via graphic design services, template development, website updates, newsletter production, social media management, banner management, maintenance of the Community Information Database and other contact lists, and the distribution of New Residents KIt.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Marketing &amp; Projects Coordinator</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

### Strategy 2025: 1.4
Encourage respect and support for social and cultural diversity and inclusion.

### Priority: 1.4.1
Encourage and promote inclusive multicultural and cross-cultural events and activities.

**Priority Progress Comments:**
Council held a successful week long Chinese New Year festival in Double Bay commencing on Friday 5 February with night noodle markets and entertainment attended by approximately 7000 people. Council also hosted a Bush Tucker brunch at the Gunyah to coincide with Harmony Day in March.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4.1.2 Plan for and undertake Cultural Day celebrations.</td>
<td>Ongoing</td>
<td>Chinese New Year Festival, Double Bay was launched Friday 5 February with ‘A Taste of China’. Approximately 7,000 people attended the night noodle markets in Knox Lane and enjoyed the entertainment in Guillioyle Park that included guest speaker Lee Lin Chin, lion dance performances, a children's and an adult's traditional Chinese dance group, an erhu and a pi pa player, children’s face-painting and a ‘God of Fortune’ performance. Attendee feedback on the evening was consistently positive and with feedback indicating that attendees were more likely to re-visit Double Bay after having attended A Taste of China. Approximately 200 people attended the 15 activities arranged for throughout the following week which included children’s Chinese lantern making, Tai Chi classes and a Chinese tea ceremony. Three activities were held by local businesses: Taiwanese Whiskey Tasting, a table tennis and dumplings evening and a Chinese New Year open day. Six local businesses had Chinese-themed ‘specials’ throughout the week. The Cultural Day Steering Committee had an evaluation meeting 7 March where a French cultural celebration was recommended as the next event. This was endorsed at the Community and Environment Committee meeting 29 March. Staff are currently putting together an options paper for the format, location and timing for this event.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

### Priority: 1.4.2
Recognise and promote reconciliation.

**Priority Progress Comments:**
Plans are underway to celebrate Reconciliation Week in May 2016 with other member Councils of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLATSIF). This year’s event will be hosted by Randwick Council on 26 May.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
</table>
Quarterly Progress Report

### Actions

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4.2.1 Conduct Reconciliation and NAIDOC week activities.</td>
<td>In Progress</td>
<td>Reconciliation week is held in May each year and NAIDOC week is usually the first week in July. Planning is underway to celebrate Reconciliation week 2016 in partnership with ERLGATSIF member councils. All primary schools, high schools and out of school care services in the Woollahra Municipality have been invited to participate in the Pauline McLeod Awards Primary Schools Art competition and the High Schools Short Film competition which focus on the 2016 Reconciliation week theme - Our History, Our Story, Our Future. Nominations have also been sought for the Pauline McLeod Award for Reconciliation which aim to recognise those “silent achievers” who have worked to promote Reconciliation through selfless acts. The winners of all categories will be announced at the awards ceremony to be held on 26 May, 2016 at Leighton Hall, University of New South Wales hosted by Randwick Council. Planning for NAIDOC Week 2016 is also underway.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

### Priority: 1.4.3 Encourage good citizenship.

**Priority Progress Comments:**

We continue to offer monthly citizenship ceremonies, with a range of interesting keynote speakers that encourage good citizenship. Communications, Community Services, Library and Information Services and Environmental Education staff host a range of workshops, seminars and community events that are all aimed at promoting community interaction, skills development and networking opportunities that all encourage good citizenship. We actively promote nominations for our annual Citizenship Awards program. We are working with our Community Development Officers to utilise our Citizens of the Year in media opportunities to demonstrate great citizenship within the community. Our school visit program provides local children with the opportunity to learn about good citizenship. Our annual grants program also highlights our support for organisations working in our local community who are actively engaged in good citizenship and mentoring volunteers.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4.3.1 Conduct the annual Woollahra Citizenship Awards.</td>
<td>Completed</td>
<td>The results of the 2016 Woollahra Citizenship Awards were announced at a Community Leaders Reception hosted by the Mayor at Redleaf on 17 March 2016 with over 120 attendees. The 2016 Woollahra Citizen of the Year Isabelle Shapiro OAM was presented with her award along with 7 other award recipients across 6 categories.</td>
<td>Manager Community Development</td>
<td>31/03/2016</td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

**THEME : Goal 2**  
COMMUNITY WELL-BEING: A supported community.

**Strategy 2025: 2.1** Increase access to services and information to support the community.

### Priority: 2.1.1  
Encourage and promote the increased provision of children’s services.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1.1 Manage the Woollahra Preschool Service.</td>
<td>Ongoing</td>
<td>The 2016 calendar year commenced with news of Woollahra Preschool's assessment and rating result by the Australian Children's Education &amp; Care Quality Authority (ACECQA) of 'Exceeding the National Quality Standard' for early education and care services in all 7 quality areas. Parents were also pleased with the newly refurbished bathrooms and repainting of all rooms which occurred over the summer break. An intercom system was also installed this quarter to provide greater security. The necessary removal of 7 trees from the playground has resulted in the need for additional shade which will be addressed during 2016. The Parent Advisory Committee has been active in hosting afternoon gatherings in the playground and also worked with Council to co-host the annual Welcome Reception at Redleaf on 4 March.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

| 2.1.1.2 Monitor and report on growth in operating child care places across Woollahra Municipality. | Ongoing | Since the April 2014 Child Care Needs Study was undertaken 5 new centres have opened and 2 have expanded resulting in an additional 343 new places becoming operational across the Woollahra LGA. 47 of these places are for babies under 2 years and the remainder for children over 2 years of age. The deficit of 381 places identified in April 2014 has reduced to 18 places in March 2016. The forecast gap (2021) of 653 places, assuming no additional supply has reduced to 310. | Manager Community Development | 31/12/2015 |  

### Priority: 2.1.2  
Fund Holdsworth Community Centre and Services (HCC&S) to provide appropriate services for the Woollahra community.

**Priority Progress Comments:**  
Council noted the Holdsworth Community 2015/16 Budget and 2015-2020 Business Strategy at the Corporate & Works Committee on 22 June 2015. This outlined the services to be provided to the Woollahra community by Holdsworth. Council has approved $906,184 in base funding for Holdsworth for 2015/16.

| Responsible Person |  
| Director Community Services |
### Quarterly Progress Report

**March 2016**

<table>
<thead>
<tr>
<th>Priority:</th>
<th>2, 6, 8, 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>We provided a story telling bus tour this quarter for families with young children and a &quot;Still Up session &quot;Parenting in the Digital Age&quot; on 19 February for families of children aged 0-12 years.</td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Community Development</td>
</tr>
</tbody>
</table>

---

**Annexure 1** Quarterly Progress Report - March 2016 - Goals 1,2,3,5,6,7,8
### Quarterly Progress Report

**Strategy 2025:** 2.2 Support opportunities to participate in active and healthy recreational activities.

**Priority:** 2.2.1 Promote healthy recreational activities to residents.

**Priority Progress Comments:**
The Rose Bay, Watsons Bay/Vaucluse and Rushcutters Bay walking groups continue each week on Wednesday, Thursday and Friday respectively. The number of participants fluctuates throughout the year with consistent attendance over the warmer months. The annual gathering bringing all 3 groups together was held on 24 November at the 18 Footers Club in Double Bay. Approximately 30 walkers attended, with new social connections formed across the different groups.

**Priority:** 2.2.2 Encourage and support increased recreation programs for people with limited mobility.

**Priority Progress Comments:**
Council continues to support Milsons and Holdsworth with premises and funding to provide programs for people with limited mobility. A Council facilitated partnership between War Memorial Hospital and Holdsworth has led to an exercise program for frail older people commencing this quarter with lunch and community transport provided.
### Quarterly Progress Report

#### Goals 1, 2, 3, 5, 6, 7, 8

<table>
<thead>
<tr>
<th>Priority:</th>
<th>2.3</th>
<th>Encourage independent living for older people and people with special needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2025:</td>
<td>2.3.1</td>
<td>Encourage services and support for older people and people with special needs to live independently.</td>
</tr>
<tr>
<td>Priority:</td>
<td>2.3.1</td>
<td>Annexe 1 - Quarterly Progress Report - March 2016 - Goals 1, 2, 3, 5, 6, 7, 8</td>
</tr>
<tr>
<td>Progress Comments:</td>
<td></td>
<td>The term 1 Easy PC program was successful with the Computer Skills class at Aberlady continuing to support sessions to develop IT skills. Council referred to Plan to People with Disabilities to provide Care Packages. Community Awareness training on 31 October attended by 16 people and a further session is planned.</td>
</tr>
<tr>
<td>Actions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status:</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>Progress Comments:</td>
<td></td>
<td>Consultants used Community Planning in partnership with Community Commission to plan the design and undertaking of 500 resident telephone surveys. An audit of all services' facilities and accessibility is now underway with discussions with local service providers and focus groups with key stakeholders. Data is currently being analysed. A report outlining the findings will be presented to Council in June 2016.</td>
</tr>
<tr>
<td>Priority:</td>
<td>2.3.2</td>
<td>Encourage increased supported accommodation and community transport to be located in the Woollahra area.</td>
</tr>
<tr>
<td>Local Government Area (LGA):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progress Comments:</td>
<td></td>
<td>Council continues to support Hopwood to provide community transport in the Woollahra area and also supported the Sister of Charity Outreaches with a community grant for the Eastern Area Link Program which provides assistance for the socially isolated due to age, disability and/or medical conditions.</td>
</tr>
<tr>
<td>Priority:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progress Comments:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:** 2.4 Protect the health and well-being of residents and visitors to our area.

#### Priority: 2.4.1 Manage the Public Health and Safety Program, the Childhood Immunisations Program, and the Pollution Control Program.

**Priority Progress Comments:**
Childhood immunisation clinic provided monthly, except for August 2015 due to a lack of available nursing staff. Average number of children per clinic for first 3 quarters of the year is 14. Council’s Environmental Health Officers and Health & Food Safety Officer respond to requests and conduct investigation of all public health, food safety and pollution matters in accordance with subject service standards.

**Responsible Person:** Manager Compliance

#### Priority: 2.4.2 Promote healthy lifestyles to support good physical and mental health.

**Priority Progress Comments:**
Council’s Skill Up program hosted Mental Health First Aid training during March with 18 participants.

**Responsible Person:** Manager Community Development

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.2.1 Continue to develop the community mental health education and information program.</td>
<td>Ongoing</td>
<td>This quarter Council’s Skill Up program hosted Mental Health First Aid at Redleaf on 11 and 18 March with 18 Attendees. There was a large interest in this course and all attendees provided very positive feedback. In the next quarter we will be hosting a Women’s Well-being Evening and a Happiness in the Little Things talk.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

#### Priority: 2.4.3 Work in partnership with groups and organisations to reduce suicide.

**Priority Progress Comments:**
Council is a member of, and provides support to the Eastern Sydney Suicide Prevention Network (ESPPN) which meets monthly. The ESPPN strategic planning day held in November identified youth as a priority area for 2016 and the group are planning programs and activities in response.

**Responsible Person:** Manager Community Development
<table>
<thead>
<tr>
<th>Strategy 2025:</th>
<th>2.5</th>
<th>Improve community safety and reduce crime in Woollahra.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority:</strong></td>
<td>2.5.1</td>
<td>Work with local communities to promote local community safety.</td>
</tr>
</tbody>
</table>

**Priority Progress Comments:**
Council hosted 2 events in November to raise awareness about Domestic Violence. On 25 November Council launched a new garbage truck sticker ‘This is a load of garbage. So is violence against women.’ This was the result of a staff competition to identify a slogan that raises awareness about the issue.

On 25 November, Council hosted 250 students and teachers from local primary schools at a Respectful Relationships breakfast to recognise and celebrate local schools year long participation in the Breaking the Silence campaign.

**Responsible Person:**
Manager Community Development
Quarterly Progress Report

Strategy 2025: 2.6 Increase opportunities for young people.

Priority: 2.6.1 Support programs and spaces for young people.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6.1.2 Celebrate Youth Week.</td>
<td>In Progress</td>
<td>2016 Youth Week to be held from Friday 8 April to Sunday 17 April 2016. Planning has commenced for Youth Week activities in partnership with WAYS which will focus on the Bondi Blitz at the park above Bondi Beach. An application to the NSW Department of Families and Community Services for Local Government Youth Week funding was successful. Council matched funds received and directed it to WAYS to assist with Youth Week expenses.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>2.6.1.3 Provide a responsive youth library program.</td>
<td>In Progress</td>
<td>During the January to March 2016 quarter the following youth orientated programs and activities were undertaken: The Library has continued participation in the Eastern Suburbs Library Cooperative, which plans and organises ‘Ride the HSC Wave’ lectures and contributes to the annual HSC Forum hosted at the State Library of NSW. Woollahra Libraries will host lectures in English and P&amp;HPE for the ‘Ride the HSC Wave’ talks in June 2016. Planning for the new youth programs being offered in the new Double Bay Library has been undertaken. This includes engaging speakers, finalising gaming equipment and content and developing new programs such as Film and Trivia nights.</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**THEME**: Goal 3  
**COMMUNITY WELL-BEING**: A creative and vibrant community.

**Strategy 2025**: 3.1  
Preserve and promote local history and heritage.

#### Priority: 3.1.1  
Collect local history and heritage information and improve its accessibility to the public.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
</table>
| 3.1.1.1 Integrate the Local History service into the new Double Bay Library. | In Progress | During the January to March 2016 quarter the following actions were taken to prepare for the integration of the Local History service into the new Double Bay Library:  
  - Significant progress was made in digitising the Local History collection. The transfer of data of both images and Council historical documents from the previous system to the new EMu Digital Asset Management system was finalised.  
  - Cataloguing has been completed for the following Woollahra Council Building applications (673 records), Woollahra Council LGA photographic surveys (1500 records approx.) and Register of the National Estate- Woollahra Council LGA (243 records).  
  - Local History Guides have also been developed to assist the public and include Sands Directory, Guide to researching your property, Suburbs, Researching your family tree and Using Ancestry. | Manager Library & Information Services | 31/12/2015 | ![ ] |

| 3.1.1.2 Improve accessibility and preservation of the Local History collection through the continuation of a digital archive. | In Progress | In preparing for the digitisation of the Local History collection, focus has been given to finalising the transfer of data of both images and Council historical documents from the previous system to the new EMu Digital Asset Management system.  
  - This quarter the following items were digitised approx. 6,000 photographs for which Woollahra has copyright, Building Index cards, Local History Index cards and Conservation studies (Woollahra and Paddington). In addition, the brief for the development of the public interface for EMu was finalised and includes the program being responsive to different screen sizes | Manager Library & Information Services | 30/06/2016 | ![ ] |
### Quarterly Progress Report

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>including mobile phone and tablet as well as computer screens. This interface will be completed by 9 May 2016. Usage of the current Digital archive for the January to March 2016 quarter was as follows: 5,335 searches on the photographic collection (4,476 via the Council website plus 859 via TROVE) and 1,454 searches made on the Historic Council Archives database. This represents an increase of 74% for photographic searches for the same period last quarter with a slight decrease of 5% in Council document searches in comparison.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Quarterly Progress Report

Strategy 2025: 3.2 Support the celebration of local people, places and cultural heritage.

Priority: 3.2.1 Provide, support, and promote community cultural celebrations, programs and venues.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1.1 Provide grants to cultural organisations to support cultural celebrations and activities.</td>
<td>In Progress</td>
<td>In this quarter, promotion to networks occurred for the 2016/17 Community and Cultural Grants Program, Successful Cultural Grant recipient activity in this quarter included projects by the Zakynthian Association of Sydney, Art Month Sydney and preparation for Marnie Ross’ Little Things Art Competition.</td>
<td>Cultural Development Coordinator</td>
<td>31/12/2015</td>
<td></td>
</tr>
<tr>
<td>3.2.1.5 Implement and monitor the Woollahra Digital Literary Award.</td>
<td>In Progress</td>
<td>The launch event for the Woollahra Digital Literary Award has been developed in partnership with the Sydney Writers Festival Program, to be held on 19 May 2016. It was featured in a pull out in the Weekend Sydney Morning Herald at the end of March 2016. The launch event with author John Birmingham, explores how to be a writer in the digital age – a guide to writing for a living for the internet generation. This theme will promote digital writing and publishing and endorse the need for a new Digital Literary Award. Complimentary digital publishing workshops will be held on 18 and 19 June 2016. The call for entries period for the Award will be from June-August 2016, with judging in September 2016 and the Award Presentation</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>Status</td>
<td>Progress Comments</td>
<td>Responsible Person</td>
<td>Target Date</td>
<td>Comment Updated</td>
</tr>
<tr>
<td>---------</td>
<td>--------</td>
<td>-------------------</td>
<td>--------------------</td>
<td>-------------</td>
<td>----------------</td>
</tr>
<tr>
<td>3.2.1.6 Develop and deliver a program of entertaining evening events including film activities in the new Double Bay Library to increase cultural activity in Double Bay.</td>
<td>In Progress</td>
<td>During the January to March 2016 quarter, final planning was undertaken on the proposed events and programs to be held in the new Double Bay Library. A wide and diverse range of speakers has been booked for June and July 2016, including Indira Naidoo, and historian and speechwriter David Hunt. A new series of cultural events will deliver opportunities for cultural enquiry as well as fun entertainment. Beyond the Book events will explore such topics as celebrating the Life of James Joyce and modern adaptations of Shakespeare and Jane Austen, while Culture Vulture events will provide live music, comedy, comedy debates and personal and cultural story telling opportunities.</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>3.2.1.7 Develop partnerships with businesses and other groups to maximise use of the new Double Bay Library.</td>
<td>In Progress</td>
<td>A venue booking policy and guidelines are in final draft form to maximize relationships with both community and business partners and reinforce the Library’s role as a community hub. There has been interest from a variety of groups for use of the new Library and these groups have been added to a list to be actioned in April 2016.</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>3.2.1.8 Implement and review children programming for first 12 months of new Double Bay Library.</td>
<td>In Progress</td>
<td>During the January to March 2016 quarter, there has been ongoing review and preparation of the proposed children’s programs in the new Double Bay Library. New monthly Saturday Storytimes are scheduled for June and July, and performers have been engaged. During regular Storytimes and Rhyme Times, staff will maximise use of technology with digital storytelling using online aids Story Box and Busy Things. A comprehensive collection of Story Time kits has been organised in preparation for the move to the new library.</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>3.2.1.9 Implement and review the adult programming for the first 12 months for the new Double Bay Library.</td>
<td>In Progress</td>
<td>During the January to March 2016 quarter, all activities and events for the adult programs in the new Double Bay Library were finalised. The Library will continue with its established events program such as Tea Topco, Writers and Readers etc however will be introducing regular sessions focusing on business and technology, local and family history, special reader events, programs for 55+ as well as quarterly cultural events to maximise</td>
<td>Manager Library &amp; Information Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
Quarterly Progress Report

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>use of the Library as a community hub and to promote life long learning.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A two month Calendar of Library events has been developed. Key events for the first two months of the new Double Bay Library will include: Business consultant Susan McKerhar's Better Business Writing Workshops as part of the Business Bites Program; A Local History Open Day on Saturday 25 June, with author David Hunt on 'Girl: The Unauthorised History of Australia' and local history workshops; The work of James Joyce celebrated in public performances of his work on Bloomsday on 16 June as part of the new series of reader events Beyond the Book; A first Double Bay Culture Yulture to be held on Thursday 21 July in partnership with the NSW Writers Centre featuring well known Sydney personalities talking about their favourite weird or unusual parts of Sydney.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Priority: 3.2.2 Support opportunities for appreciation and promotion of local Aboriginal and Torres Strait Islander cultural and natural heritage.

Priority Progress Comments:
Council's provided 3 well attended Bush Tucker walks in January and February and a Bush Tucker Brunch in March, coinciding with Harmony Day.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.2.2</td>
<td>In Progress</td>
<td>Work has commenced with Aboriginal and Torres Strait Islander protocols from similar organisations sourced and along with historical information from sources such as our Local History team.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>Progress Comments</td>
<td>Goals</td>
<td>Target Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>------------------</td>
<td>-------</td>
<td>-------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.1.8 Report and review the Operational Plan of the new Double Bay Library.</td>
<td>During the January to March 2016 quarter, key staff have met with the Mayor, General Manager, and the Community Op opening team to discuss the next key milestones.</td>
<td>30/06/2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3.1.9 Undertake the launch and promotion of the new Double Bay Library.</td>
<td>During the January to March 2016 quarter, a promotional campaign was undertaken to create awareness and interest in the new Double Bay Library.</td>
<td>30/06/2016</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Quarterly Progress Report**

**Strategy 2025:**

**Priority:**

- Ensure the provision of innovative and enhanced library services that encourage lifelong learning.

**Annexure 1**

**Quarterly Progress Report - March 2016 - Goals 1,2,3,5,6,7,8**

**Page 60**
### Quarterly Progress Report

**Strategy 2025:** 3.4 Support and promote arts, artists and cultural development within the local community.

**Priority:** 3.4.1 Provide support for, and promotion of, accessible local arts and cultural activities.

#### Priority Progress Comments:
Submissions were assessed for the 2016 Woollahra Artist in Residence Program, which is based at the Council managed EJ Ward Paddington Community Centre. Successful residencies were awarded to: Fiona Hueston, Multidisciplinary artist, sculptor and photographer - Eloise Rankin, Illustrator, writer - Penelope Metcalf, Visual artist, painter - Leyla Steven, Photographer, video media artist - David Asher Brook, Visual artist, painter, sculptor and video artist. - Rafaela Pandolfini and Stella Ross McDonald: Video artist and interdisciplinary artist. All artists moved into EJ Ward Paddington Community Centre in March 2016 and finalisation of community engagement projects occurred. The majority of 2016 Artist in Residence community engagement projects will be undertaken in the new Double Bay Library from June 2016. Artists also participated in a welcome presentation for members of the Cultural Committee and key Community Services Division staff.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1.1 Implement an annual Artist in Residence Program for the Woollahra area.</td>
<td>In Progress</td>
<td>Artists in Residence moved in to the EJ Ward Paddington Community Centre in March 2016 and participated in a welcome meet and greet with the Cultural Committee and key Community Services Division staff. The artists' community engagement projects were further developed for commencement from June 2016 onwards as they will be presented in the new Double Bay Library space.</td>
<td>Cultural Development Coordinator</td>
<td>31/03/2016</td>
<td></td>
</tr>
<tr>
<td>3.4.1.4 Implement the annual Youth Photographic Award and Film Prize</td>
<td>In Progress</td>
<td>The planning of the Youth Photographic Award and Short Film Prize (YPA) 2016 has begun, including the confirmation the photographic judge, Rix Dupain. It has been decided that an additional prize will be awarded this year, through the Eastern Sydney Suicide Prevention Network. The exhibition will be on display at the new Double Bay library for a longer period and school holiday workshops will occur in the September break.</td>
<td>Public Art &amp; Cultural Development Officer</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>3.4.1.5 Implement the Traffic Signal Box Project using Roads and Maritime Services (RMS) signal boxes as art canvases.</td>
<td>In Progress</td>
<td>The 2016 Traffic Signal Box Project was open for submission from 1 February to 10 March. Approximately 60 designs were submitted and the Cultural Committee selected five designs to be painted onto the designated boxes. The artists are scheduled to commence painting on 11 April.</td>
<td>Public Art &amp; Cultural Development Officer</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

**Priority:** 3.4.2 Produce the Woollahra Small Sculpture Prize (WSSP):

**Priority Progress Comments:**
The exhibition of finalists for the 2015 Woollahra Small Sculpture Prize was launched on Friday 9 October and continued through to Sunday 25 October. 43 finalists were selected by judges Dr Michael Brand, Penelope Seidler AM and Barbara Flynn. Eight free community events including "An evening of Art and Architecture" as well workshops and artist talks were hosted as part of the exhibition.

| Responsible Person | Cultural Development Coordinator |
### Quarterly Progress Report

**Strategy 2025:** 3.5 Improve the accessibility of arts to the broader community.

**Priority:** 3.5.1 Coordinate public art and public art opportunities across the Local Government Area (LGA).

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5.1.1 Administer the Public Art Trust to encourage philanthropy in relation to public art in the Municipality.</td>
<td>Ongoing</td>
<td>Following the installation of the artwork Sea's Nest by Professor Zhang Yang in Yarranabbe Park, Darling Point, in November/December 2015. A launch of this work occurred in February 2016, with the artist attending from China. This launch was part of Council’s Chinese New Year Celebration. In March, after hours light was installed for Pelicans sculptures in Rose Bay. The Trust initiated conversations with a couple of leading contemporary Australian artists to possibly commission an artwork in 2016 to be placed in the public domain. These conversations have continued and one proposal is to be presented at the next Trust meeting before the end of the financial year 2015/16.</td>
<td>Public Art &amp; Cultural Development Officer</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**THEME : Goal 5**  
QUALITY PLACES AND SPACES: Liveable places.

**Strategy 2025: 5.1**  
Enhance local community, cultural and recreation facilities to become more attractive, integrated, safe and accessible.

**Priority: 5.1.1**  
Plan for community, cultural and recreational facilities to ensure they reflect community needs and aspirations.

#### Priority Progress Comments:

The projects worked on in January to March 2016 included, commending an EOI process for the use of the ground floor of St Brigid’s that will be complementary to the proposed community art gallery on Level 1, further work on the proposed community facility at Rose Bay, and progressing the fit out of the new Double Bay Library at Kioara Place, due for opening in May 2016.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1.1 Progress actions of the Property Asset Working Party decisions for community facilities.</td>
<td>Ongoing</td>
<td>Work is continuing on determining future uses and operating models for St Brigid’s. In 2015 Council engaged consultants to investigate the feasibility of the future use of St Brigid’s for community and cultural use, with some form of complementary commercial use. The consultants provided options for Council to consider taking into account the supply of and demand for community and cultural programs in the area, the history and heritage significance of the facility as well as statutory planning considerations. During this quarter Council sought submissions for proposals for a café/restaurant on the ground floor through an expression of interest process. The results of the EOI will be reported back to Council.</td>
<td>Manager Community Development</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>5.1.1.2 Finalise the relocation of the Double Bay Library and Local History Centre.</td>
<td>In Progress</td>
<td>The completion of the building works and fit out for the new Double Bay Library is anticipated for early May 2016. Saville’s, Council’s project team has selected a relocation contractor to move the Library collection and associated equipment from both St Brigid’s Library and the Local History Centre to the new Double Bay Library from Tuesday 3 May 2016.</td>
<td>Manager Library &amp; Information Services</td>
<td>31/12/2015</td>
<td></td>
</tr>
</tbody>
</table>

**Priority: 5.1.2**  
Consider issues of access and disability in all designs for infrastructure renewal.

#### Priority Progress Comments:

Issues relating to access and disability are considered in all designed for infrastructure renewal on an ongoing basis.

| Responsible Person: Manager Engineering Services |
### Quarterly Progress Report

**5.1.3** Implement a prioritised program of capital improvements to community and recreation facilities.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Progress Comments</th>
<th>Action</th>
<th>Responsible Person</th>
<th>Progress Comments</th>
<th>Target Date</th>
<th>Updated</th>
</tr>
</thead>
</table>
| 5.1.3   | Promotion of the rejuvenated Paddington Library. | In Progress | Manager Library & Information Services | Progressions Library room on Monday 3 November 2015 following significant renovations which included the installation of a disabled toilet and access doors, new carpet, repainting and reorganisation of the Library space to better meet local community needs. A Community Open Day was held on Saturday, 7 November. A Paddington Library Promotional Plan has been prepared. | 31/12/2015 | }
## Quarterly Progress Report

### Strategy 2025: 5.2
Provide and maintain safe, clean, serviceable public infrastructure including roads, footpaths, bicycle facilities, parks, open spaces, stormwater drains and seawalls.

### Priority: 5.2.1
Implement the infrastructure maintenance programs for all classes of public infrastructure.

**Priority Progress Comments:**
Maintenance program for Council's Civil Infrastructure ongoing, completed as programmed.

Scheduled inspection and cleaning of GPTs, pits and pipes ongoing and completed as per weekly/monthly inspections program.

Restoration works following utility upgrades ongoing. Restoration works completed as programmed.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1.1 Implement the infrastructure maintenance programs including restoration following utility works.</td>
<td>Ongoing</td>
<td>Scheduled maintenance programs and utility restorations completed as required. Harbourside pools and structures are regularly inspected and cleaned as per set schedules. Restorations of infrastructure assets completed following the receipt of restoration orders from utility authorities.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>5.2.1.2 Undertake scheduled maintenance and cleaning of stormwater pits and pipes, and stormwater quality improvement devices.</td>
<td>Ongoing</td>
<td>All pits and GPT’s are maintained in accordance with set schedules and budgets. An SSROC contract has been signed for this service.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>5.2.1.3 Undertake scheduled cleaning of smart poles, parking meters and new paved areas within all business centres and cleaning of porous inlets in Rose Bay.</td>
<td>Ongoing</td>
<td>Schedules for the cleaning of multi function poles, porous pavers, parking meters and all pavers within business centres are continuing and on budget.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>Priority:</td>
<td>5.2.2</td>
<td>Undertake regular reviews of street lighting.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>--------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Progress Comments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street lighting is reviewed on an on-going basis. Street lighting upgrades and new works are identified as part of the review process and this work is prioritised annually.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Street Lighting Strategic Plan is currently being developed which include all categorisation and prioritisation of all street lighting owned or paid for by Council.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible Person:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager Engineering Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

### Priority: 5.3

#### 5.3.1 Ensure Plans of Management for public open spaces are updated periodically and reflect community needs and aspirations

<table>
<thead>
<tr>
<th>Action</th>
<th>Progress Comments</th>
<th>Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and update Recreational Needs Analysis.</td>
<td>Recreational Needs Analysis has been completed and data is being prepared for the consultation process.</td>
<td>In Progress</td>
<td>30/06/2016</td>
</tr>
</tbody>
</table>

#### 5.3.2 Implement prioritised program of capital improvements to public open spaces.

<table>
<thead>
<tr>
<th>Action</th>
<th>Progress Comments</th>
<th>Status</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete the limited Public Open Space Capital Works Program.</td>
<td>Working with Capital Projects Department to develop projects to include Trumper Oval Fencing, Cooper Creek Culvert improvements, St. Ives Park bore upgrade, and Daff Reserve landscape upgrade.</td>
<td>ComPLETED</td>
<td>30/06/2016</td>
</tr>
<tr>
<td>Priority: 5.3.3</td>
<td>Complete annual maintenance programs for public spaces.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actions:</td>
<td>Priority Progress Comments: Complete annual maintenance as per schedules. Spring renovation complete with Nithra works programs to commence.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status:</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progress Comments:</td>
<td>Public open spaces maintenance programs for public open spaces.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target Date:</td>
<td>30/06/2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Open Space and Trees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Priority: 5.3.4 | Support and promote public safety in public open spaces through local law enforcement officers |
| Actions:     | Priority Progress Comments: Enforcement activities. Masons conducted by Public Open Spaces, to support with the investigation and addressing of customer requests/Complaints by Council’s Rangers. |
| Status:      | Ongoing |
| Progress Comments: | Public open spaces maintenance programs for public open spaces. |
| Target Date: | 30/06/2016 |
| Responsible Person: | Manager Compliance |

<p>| Priority: 5.3.5 | Provide lifeguard services to Camp Cove Beach. |
| Actions:     | Priority Progress Comments: Lifeguard contracted for public open spaces. Full time period continued until the end of the June. |
| Status:      | Ongoing |
| Progress Comments: | Lifeguard contracted for public open spaces. Full time period continued until the end of the June. |
| Target Date: | 30/06/2016 |
| Responsible Person: | Manager Compliance |</p>
<table>
<thead>
<tr>
<th>Goal</th>
<th>Progress Comments</th>
<th>Progress Comments</th>
<th>Status</th>
<th>Actions</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.1</td>
<td>Update the Significant Tree Register</td>
<td></td>
<td>In Progress</td>
<td>Draft register received and currently reviewing. As part of the complete analysis and included as part of the register. Once the register has been reviewed, it will be advertised via Council's website and through regular communication.</td>
<td></td>
</tr>
<tr>
<td>5.4.2</td>
<td>Asset Management Plan for Land Improvements currently being updated</td>
<td></td>
<td>Ongoing</td>
<td>Total Asset Inspections continue with data inputting into Apointik. Schedule of maintenance developed for maintenance crews</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:**

<table>
<thead>
<tr>
<th>Priority</th>
<th>5.5</th>
<th>Maintain and improve accessibility to public places for all user groups.</th>
</tr>
</thead>
</table>

**Priority Progress Comments:**

Accessibility is included in all project briefs for Capital Works upgrades including pathways and playgrounds.

**Responsible Person:**

Manager Open Space and Trees
<table>
<thead>
<tr>
<th>Priority</th>
<th>Goals</th>
<th>Progress Comments</th>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Comments</th>
<th>Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.6.1</td>
<td>1,2,3,5,6,7,8</td>
<td>The recommendations from previous Flood Studies and Plans are being prioritised in the five-year capital renewal program for Stormwater Capital Projects.</td>
<td>Stormwater Capital Works projects approved by Council are in progress. Refer to Stormwater Capital Works Program Report for specific details on each project.</td>
<td>In Progress</td>
<td>Stormwater Capital Projects approved by Council are in progress. Refer to specific projects reported in the Capital Works Program.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.6.2</td>
<td>1,2,3,5,6,7,8</td>
<td>Draft Floodplain Risk Management Plan for the various catchments in Woollahra.</td>
<td>New Floodplain Risk Management Strategy and Plan have been developed. The Double Bay Flood Study, Floodplain Risk Management Strategy, and Plan have been developed. The draft Floodplain Risk Management Strategy and Plan have been released for further consultation.</td>
<td>In Progress</td>
<td>Stormwater Capital Projects approved by Council are in progress. Refer to specific projects reported in the Capital Works Program.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: The draft Floodplain Risk Management Strategy and Plan are being further developed to reflect the outcomes of the Double Bay Flood Study and the recommendations of the above-mentioned studies and plans are being implemented.*
### Quarterly Progress Report

**Strategy 2025:** 5.7 Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains and seawalls.

**Priority:** 5.7.1 Complete annual condition surveys and prepare 5 year and annual Capital Works Program for all classes of public infrastructure.

**Priority Progress Comments:**
The asset condition ratings for road pavements, footpaths and kerb & gutter have been completed and this information continues to be updated annually. Approximately 35% of the stormwater network has been reviewed. The five year capital works program is prepared in January.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.7.2.4 Implement the Infrastructure Renewal Capital Works Program.</td>
<td>Ongoing</td>
<td>Capital Works Projects in progress. For details refer to Capital Works Program updates.</td>
<td>Manager Engineering Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

**Priority:** 5.7.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.

**Priority Progress Comments:**
Infrastructure Capital Works projects approved by Council are in progress. Refer to Capital Works Program Report for specific details on each project.
### Annexure 1: Quarterly Progress Report - March 2016 - Goals 1, 2, 3, 5, 6, 7, 8

#### Goals 1, 2, 3, 5, 6, 7, 8

<table>
<thead>
<tr>
<th>Priority</th>
<th>Goal</th>
<th>Actions</th>
<th>Progress Comments</th>
<th>Committee’s recommendations as adopted by Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.1</td>
<td>6.1</td>
<td>Implement projects arising from recommendations of the Woollahra Local Traffic Committee (LTC)</td>
<td>Ongoing</td>
<td>Projects arising from the Woollahra Traffic Committee are implemented on a monthly basis once they are approved by the Woollahra Traffic Committee and the Community &amp; Environment Committee.</td>
</tr>
<tr>
<td>6.1.2</td>
<td>6.2</td>
<td>Convene and service the Woollahra Local Traffic Committee and implement actions arising from this</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Priority:**

- Implement projects arising from recommendations of the Woollahra Local Traffic Committee (LTC).
- Convene and service the Woollahra Local Traffic Committee and implement actions arising from this.

**Actions:**

- Implement projects arising from recommendations of the Woollahra Local Traffic Committee (LTC).
- Convene and service the Woollahra Local Traffic Committee and implement actions arising from this.

**Status:**

- Ongoing

**Progress Comments:**

- Projects arising from the Woollahra Traffic Committee are implemented on a monthly basis once they are approved by the Woollahra Traffic Committee and the Community & Environment Committee.

**Committee’s recommendations as adopted by Council:**

- N/A

---

### Woollahra Municipal Council

**Community & Environment Committee Agenda**

**9 May 2016**

---

**Annexure 1**

**Quarterly Progress Report**

**Getting around.**

- **6** QUALITY PLACES AND SPACES
  - **6.1** Provide for sustainable, safe, convenient and efficient local movement of pedestrians and vehicles.

---

**Quarterly Progress Report**

**Getting around.**

- **6** QUALITY PLACES AND SPACES
  - **6.1** Provide for sustainable, safe, convenient and efficient local movement of pedestrians and vehicles.
### Quarterly Progress Report

**Strategy 2025:** 6.2 Improve the management of public parking on-street and off-street.

**Priority:** 6.2.1 Maintain public parking infrastructure and parking across the municipality.

**Priority Progress Comments:** On-street parking restrictions across the municipality are reviewed on an on-going basis and parking improvements are prioritised for implementation.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1.1 Review of parking restrictions, including resident parking areas.</td>
<td>Ongoing</td>
<td>Parking restrictions continue to be monitored and reviewed on an on-going basis. Parking improvements are reported to the Woollahra Traffic Committee for action.</td>
<td>Manager Engineering Services</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

**Priority:** 6.2.2 Provide parking enforcement services.

**Priority Progress Comments:** Council's Parking Enforcement staff undertake routine patrols of on-street parking and Council controlled carparks and respond to complaints from residents, business proprietors and visitors.

**Responsible Person:** Manager Compliance
### Quarterly Progress Report

**Strategy 2025:** 6.3 Promote provision of better, more integrated public and community transport.

<table>
<thead>
<tr>
<th>Priority</th>
<th>6.3.1</th>
<th>Provide services and programs to support improved and accessible public transport.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Council continues to advocate for improved public transport. Council has made numerous representations to the NSW Government concerning the recent changes to the Eastern Suburbs Bus Routes as part of the CBD Bus Route Changes.</td>
<td>Responsible Person: Manager Engineering Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority:</th>
<th>6.3.2</th>
<th>Maintain and upgrade where possible, public transport facilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>A number of bus shelter improvements have also been planned, designed and implemented - such as the replacement of the prefabricated aluminium Hopetoun Avenue Bus Shelter.</td>
<td>Responsible Person: Manager Engineering Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority:</th>
<th>6.3.3</th>
<th>Contract Holdsworth Community Centre and Services to conduct individual and community transport services throughout the Municipality.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Holdsworth continues to conduct individual and community transport services throughout the Municipality with support from Council.</td>
<td>Responsible Person: Manager Community Development</td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:** Reduce traffic congestion, noise and speeding.

**Priority:** Reduce vehicle speed and traffic congestion through the introduction of traffic management facilities.

**Priority Progress Comments:** Implementation of the various local area traffic management devices has commenced. Please refer to the Traffic Projects Capital Works Section for progress comments on individual projects.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.1.1 Implement the annual Traffic Capital Works Program</td>
<td>Ongoing</td>
<td>Traffic Capital Works Program completed as per approvals from Traffic Committee. Refer to Traffic Capital Projects for details.</td>
<td>Manager Capital Projects</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Theme:** Goal 7  
**A HEALTHY ENVIRONMENT:** Protecting our environment.

#### Strategy 2025: 7.1

**Protect natural landscapes, systems and biodiversity.**

<table>
<thead>
<tr>
<th>Priority</th>
<th>7.1.1 Plan and implement strategies and initiatives to enhance natural landscapes and systems.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Councils Biodiversity Strategy has been adopted by Council. This strategy has had input from all operational and planning staff. Actions will be implemented to natural area improvements. Bush regeneration team and bushcare continue to work on high priority areas and schedules.</td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Open Space and Trees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>7.1.2 Implement a prioritised program of capital improvements to natural areas.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Improvements to natural areas ongoing. Major works are scheduled for Cooper Park and Gap Park during 2015/16.</td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Open Space and Trees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>7.1.3 Educate and partner with the community on the protection of natural areas and waterways, including Bushcare.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Bushcare groups continue to operate with an increase in numbers across all focus area. Introduction of corporate groups to work in these areas are increasing. Newsletters to the community are also scheduled throughout the year.</td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Open Space and Trees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>7.1.4 Provide scheduled tree maintenance programs and services and respond to customer needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority Progress Comments:</td>
<td>Tree maintenance programs and proactive maintenance inspections of Councils street trees are ongoing. All priority works are scheduled for proactive maintenance. Customer Request Management system used to undertake customer requested works.</td>
</tr>
<tr>
<td>Responsible Person:</td>
<td>Manager Open Space and Trees</td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

### Strategy 2025: 7.2
Preserve and restore bushland areas and create wildlife corridor plantings.

### Priority: 7.2.1
Continue the implementation of the Greenweb Street Tree Strategy.

**Priority Progress Comments:**
Greenweb Street Tree Strategy is included as part of Council’s Tree planting programs.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1.1 Implement street tree planting projects (Greenweb)</td>
<td>Ongoing</td>
<td>Local tree species identified for natural area corridors in the adopted Street Tree Masterplan. Street Tree plantings implemented as opportunities arise.</td>
<td>Manager Open Space and Trees</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:** Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.

#### Priority: 7.3.1 Implement a five year Capital Renewal Program for stormwater drainage infrastructure and Environmental Works Program for water quality improvement.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3.1.1 Implement the funded Environmental Works Program for drainage infrastructure.</td>
<td>Ongoing</td>
<td>Environmental Works Program Projects approved by Council are in progress. Refer to specific projects reported in the Capital Works Program Report for details.</td>
<td>Manager Capital Projects</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

#### Priority: 7.3.2 Undertake water quality monitoring for public waterways.

**Priority Progress Comments:** Currently undertaking water quality monitoring at Rose Bay Beach with Sydney Water and Beach Watch. Reviewing Beach Watch water quality monitoring locations to include Camp Cove Beach. The most recent report has improved from last year’s report with all swimming locations reporting good or very good qualities.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Comment Updated</th>
</tr>
</thead>
</table>

#### Priority: 7.3.3 Provide street cleaning services to prevent litter and dirt entering the stormwater drainage system.

**Priority Progress Comments:** Maintenance and service program for street cleaning continue on a monthly basis in residential streets. High traffic areas and known ‘hot spots’ are cleaned on a fortnightly or weekly basis.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Comment Updated</th>
</tr>
</thead>
</table>

#### Priority: 7.3.4 Implement the Stormwater Asset Management Plan.

**Priority Progress Comments:** Stormwater Capital Works projects approved by Council are in progress. Refer to specific projects reported in the Capital Works Program Report for details.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3.4.1 Implement the Stormwater Capital Works Program.</td>
<td>Ongoing</td>
<td>Stormwater Capital Projects approved by Council in progress. Refer to specific projects reported in the Capital Works Program Report for details.</td>
<td>Manager Capital Projects</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
## Quarterly Progress Report

**THEME**: Goal 8  
**A HEALTHY ENVIRONMENT**: Sustainable use of resources.

### Strategy 2025:
8.1 Reduce greenhouse gas emissions and ecological footprint.

#### Priority 8.1.1
Provide policy and planning initiatives based on the principles of Ecologically Sustainable Development (ESD).

**Priority Progress Comments**:
During the quarter work on a review of planning controls for the Double Bay Commercial Centre was carried out. An objective of this review includes the accommodation of additional dwellings in the Centre. Such accommodation had been identified as having benefits in terms of ecological sustainability.

**Responsible Person**:
Manager Strategic Planning

### Priority 8.1.2
Provide programs and projects to reduce local greenhouse gas emissions and ecological footprint.

**Priority Progress Comments**:
Council is delivering actions from the Carbon Reduction Strategy and action plan. We have recently completed energy efficiency program at Redleaf Council Chambers saving approximately $25K on electricity bills. Lighting projects have been completed at Fletcher Street Depot and Cross Street Depot which are now showing reductions in emissions. Quarry St depot has been complete with energy efficient lighting throughout.

**Responsible Person**:
Manager Open Space and Trees

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1.2.1 Provide programs and projects to reduce local greenhouse gas emissions and ecological footprint.</td>
<td>Ongoing</td>
<td>Council embarks on programs such as E-waste and Second Hand Sunday to reduce local greenhouse gas emissions and ecological footprint. Council also runs school workshops. Council also provides projects such as compost revolution and sustainable business program under the Three Council Ecological Footprint project. Our Fleet Policy ensures that greenhouse emissions are taken into consideration whenever purchasing plant and fleet items.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>8.1.2.2 Participate and implement projects arising from the Three Council Ecological Footprint Project.</td>
<td>In Progress</td>
<td>The Regional Environmental Strategy has been completed and presented to the Steering Committee. A 30% greenhouse gas reduction target has been proposed and six priority projects are currently under development to help reduce energy, water and waste across the eastern suburbs. The Strategy has been presented to the Ecological Sustainability Taskforce.</td>
<td>Team Leader Environment &amp; Sustainability</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

### Priority 8.1.3
Coordinate Council's Environmental Grants Program.

**Priority Progress Comments**:
Environmental Grants Program commenced for 2015/16 and posted recipients on Council's website. $12K was awarded to a range of community groups. Commenced planning for 16/17 program.

**Responsible Person**:
Manager Open Space and Trees
## Quarterly Progress Report

**Strategy 2025:**

8.2 Monitor and strategically manage environmental risks and impacts of climate change.

### Priority: 8.2.1 Participate in projects that respond to the effects of climate change, including the effects of sea level rise.

**Priority Progress Comments:**

Council is undertaking the Coastal Zone Management Plan (CZMP) after receiving grant funding from Office of Environment and Heritage. Estuary planning levels have been included in this process. Stage 2 of the CZMP has now commenced which will include a detailed list of management actions. Communication of stage 1 to be conducted in 2016.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.2.1.1 Develop a Climate Change Adaptation Plan on completion of the Coastal Zone Management Plan.</td>
<td>In Progress</td>
<td>The Coastal Zone Management Study has been completed and was posted on Council Website in December 2015. Council is currently developing the Woollahra Council Zone Management Plan which will inform a future Climate Change Adaptation Plan.</td>
<td>Team Leader Environment &amp; Sustainability</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>8.2.1.2 Develop a Coastal Zone Management Plan</td>
<td>In Progress</td>
<td>The Woollahra Coastal Zone Management Study has been completed. Stage 2 will include a detailed action plan which is now underway. The Coastal Study has been sent to Councillors. Project code 00534 has been relocated into the Environmental operating budget for professional engineering consultants to develop the Coastal Zone Management Plan.</td>
<td>Team Leader Environment &amp; Sustainability</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>8.2.1.3 Develop a Biodiversity Conservation Strategy.</td>
<td>Completed</td>
<td>Council's first Biodiversity strategy has been on public exhibition and all comments have been included. The completed strategy has now been adopted by Council. Project code 04755 has been relocated to the Environmental operational budget for professional ecological consultants to undertake the flora and fauna survey work. A baseline flora and fauna survey was completed over the summer of 2015/2016 across the Woollahra Municipality.</td>
<td>Team Leader Environment &amp; Sustainability</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:** 8.3 Encourage and assist our community to be leaders in waste management and resource recycling.

**Priority:** 8.3.1 Encourage greater community participation in waste reduction, recycling and composting initiatives.

**Priority Progress Comments:**
Council offers a full range of waste reduction services including paper and container recycling, food and organics recycling and home composting and worm farming.

Education programs are run to encourage the use of all services.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.3.1.1 Carry out the household clean-up collection service.</td>
<td>Ongoing</td>
<td>Resident education is provided through the website, school visits, site audits, worm farming and composting programs. Clean-up collections continue to be provided in accordance with set schedules.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
<tr>
<td>8.3.1.2 Participate in regional waste avoidance/reduction recycling projects.</td>
<td>Ongoing</td>
<td>We provide a wide range of recycling and waste reduction initiatives and participate in all SSROC projects. Manager Civil Operations and Purchasing Coordinator attend relevant SSROC meetings. We participate in combined E-waste collection days with Waverley Council, the Three Council program with Randwick and Waverley, and have also participated in several joint disposal tenders with the SSROC group. We collect approximately 20 tonnes of E-waste at each collection day.</td>
<td>Manager Civil Operations</td>
<td>30/06/2016</td>
<td></td>
</tr>
</tbody>
</table>

**Priority:** 8.3.2 Implement programs to educate the community including schools, residents, community groups, businesses and staff on reducing waste and litter and increasing re-use and recycling.

**Priority Progress Comments:**
School and community education programs are progressing to target. Council staff are participating in worm farming and recycling initiatives.

The Sustainability section operates the "Sustainable Sparks" group to initiate programs within Council.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status</th>
<th>Progress Comments</th>
<th>Responsible Person</th>
<th>Target Date</th>
<th>Comment Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>Goals</td>
<td>Progress Comments</td>
<td>Priority</td>
<td>Priority Progress Comments</td>
<td>Responsible Person:</td>
</tr>
<tr>
<td>---------</td>
<td>-------</td>
<td>-------------------</td>
<td>---------</td>
<td>---------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>8.3.1 Conduct cost effective and efficient waste collection and recycling to residents and businesses.</td>
<td>1,2,3,5,6,7,8</td>
<td>Waste collected services continue to be carried out to set schedules and within budget.</td>
<td>8.3.3</td>
<td>Domestic waste collection has collected 8,023 tonnes for the first 3 quarters up to March 2016.</td>
<td>Manager Civil Operations</td>
</tr>
<tr>
<td>8.3.4 Organise recycling services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Quarterly Progress Report

**Strategy 2025:** Reduce local water usage by Council and on private property.

#### Priority: 8.4.1 Encourage greater community participation in water savings initiatives.

**Priority Progress Comments:**
Council has recently installed rain water saving tanks at W2&3 playing fields building, Fletcher Street Depot and Trumper Park grandstand. These projects have been communicated to the public via our website.

**Responsible Person:** Manager Open Space and Trees

#### Priority: 8.4.2 Implement the Environmental Education Program for each year.

**Priority Progress Comments:**
Environmental Education Program is underway for 2015/16 including targeted events for schools, community groups, residents and businesses.

**Responsible Person:** Manager Open Space and Trees

#### Priority: 8.4.3 Educate the community to reduce use of potable water.

**Priority Progress Comments:**
Council has recently installed rain water saving tanks at W2&3 playing fields building, Fletcher Street Depot and Trumper Park grandstand. These projects have been communicated to the public via our website. Recently completed working with local businesses to reduce their potable water consumption.

**Responsible Person:** Manager Open Space and Trees
### Quarterly Progress Report

**Strategy 2025:** 8.5  
Promote and carry out water sensitive urban design.

**Priority:** 8.5.1  
Integrate water sensitive urban design into local infrastructure and development.

**Priority Progress Comments:**  
Council continues to manage rain gardens throughout the municipality including recently upgraded rain gardens at Bellevue Hills shops. Currently preparing quotation documents for an external contractor to manage the maintenance and improvement of the rain gardens.

**Responsible Person:**  
Manager Open Space and Trees
### Notices of Motion: Status Report at 31 March 2016

**COMMITTEE:** Community & Environment Committee

**Goals:** 1, 2, 3, 5, 6, 7 & 8

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Skate Park | A report on possible implementation of skate boarding facilities in Paddington to cater for 8-14 y/o | 22 April 2013 | In progress | A report on the implementation of skate boarding facilities in Paddington to cater for 8 to 14 year olds was presented to the Community and Environment Committee on Monday 7 September 2015. The following was resolved at the Committee Meeting:-

A. THAT Council undertake public exhibition of the concept design for a youth recreation facility at Rushcutters Bay Park.

B. THAT upon public exhibition, a further report is presented to the Community and Environment Committee regarding the outcome of the exhibition.

Staff are now in discussions with various stakeholders on the approach to the public exhibition in order to engage the whole community.

(Paul Fraser/Caitlin Moffat) |

| Trees designated for removal as part of the Yarranabbe Park POM. | Report as to what procedures would need to be followed by Council in order to retain the three trees currently designated for removal as part of the Yarranabbe Park Plan of Management. | 22 April 2013 | In progress | Staff are considering the legal position with regard to the likely changes to the Crown Lands Act and expect to present a report when the matter has been clarified. |

(Paul Fraser)
### Notices of Motion: Status Report at 31 March 2016

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Artificial Turf | Report on potential for artificial turf on one or more sporting fields. | 22 July 2014 | In progress | A Report was presented to the Community and Environment Committee Meeting held on Monday 16 November 2015 in response to the Council Resolution from Monday 24 November 2014. The following recommendations were made to Council:-  
A. That Woollahra Oval No.1 is the approved site for the installation of a synthetic sports field.  
B. That the detailed design and geotechnical assessment commences for Woollahra Oval No.1 and that the final design is subject to community consultation.  
C. That Council fund the entire construction of the sporting field and manage the facility in relation to the maintenance, usability and upgrade.  
D. That Council seek grant funding opportunities from the State Government and State Sporting Bodies for installation.  
At the Ordinary Council Meeting held on Monday 14 December 2015 the recommendations above were adopted.  
Geotechnical assessment and surveys have been concluded with a final design being prepared. Specification documents for construction are underway.  
(Paul Fraser) |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Cooper Park North Community Garden | THAT Council  
  a) Note the high degree of local residents’ support of National Tree Day efforts towards regenerating bushland and increasing community participation in the care of Cooper Park North.  
  b) Request staff to prepare a feasibility report on the installation of raised planter beds for a small informal community garden adjacent to the bush regeneration site at Cooper Park North, detailing community support and associated costs. | 10 August 2015 | In progress | A community consultation survey was sent to interested parties, including local residents on Monday 12 October 2015. The survey requested submissions in relation to a proposed community garden in Cooper Park North. The submission closed on Friday 30 October 2015. Survey results demonstrated that 38 out of the 41 submissions received by 30 October 2015, showed varying levels of support for the community garden and that 16 respondents wished to be directly involved in the project. The next step is to undertake a site assessment and Geo-tech assessment prior to contacting interested parties. The site assessment and Geo-tech assessments will be undertaken in April and reported back to the community in May 2016. (Chris Munro) |
| Council Naming Process – New Amalgamated Council | That, notwithstanding Council’s continuing action to remain a standalone council, Council undertake a Council naming process as a matter of urgency as the only name submitted by the three councils during the public enquiry period is “Eastern Sydney Council” and this may become the name of the amalgamated Council on Proclamation Day. | 24 March 2016 | In progress | Report was prepared for the 11 April 2016 Community and Environment Committee Meeting. Council resolved the following at the 11 April 2016 Ordinary Council Meeting:  
**Resolved Unanimously**  
A. That Council note the Late Correspondence from the Director Community Services presented to the Community Environment Committee Meeting regarding the Council naming process. |
### Notices of Motion: Status Report at 31 March 2016

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action</th>
<th>Date</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.</td>
<td>That Council endorse the following preferred names for a new Council, should Woollahra be forced into an amalgamation with Waverley and Randwick City Councils, to be the subject of community consultation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preference 2: Yurara Council – Aboriginal name for ‘extensive east view’.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.</td>
<td>That Council note consultation will also be undertaken with the La Perouse Aboriginal Land Council in relation to any preferred Aboriginal name as a matter of urgency.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D.</td>
<td>That Council place the preferred name(s) on Council’s website and invite public comment for a period of seven (7) days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.</td>
<td>Subject to D above, Council advise the Minister for Local Government and his appointed Delegate of the preferred choice</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Kylie Walshe)
Recommendation:

A. That Council approve financial support of $5,000 for the entertainment components of Taste Orange to be held on 22 May 2016 and in-kind support for park hire and waste management.

B. That this matter be referred to Full Council as a matter of urgency due to the timing of the event in less than two weeks.

1. Background:

Council has recently been approached to financially support the staging of two community/commercial events in Robertson Park, Watsons Bay.

The first event, Shakespeare by the Bay, was considered by Council at its meeting of 14 March 2016 where it resolved to approve support of $9,500 (comprising $5,000 in cash and $4,500 in-kind) to Watsons Bay Boutique Hotel for the production of Shakespeare by the Bay held over 6 nights in April 2016.

The second event is the proposed Taste of Orange Food and Wine Festival 2016 in Robertson Park on Sunday 22 May 2016. An application was made by Brand Orange Ltd (trading as Taste Orange) for a $15,000 grant through Council’s Community & Cultural Grants Program. As the activity is proposed for May 2016, the submission for a Community & Cultural Grant has been submitted too late for Council to consider in its usual 2015/16 Grant rounds of July and November 2015.

The 2015 event was run over 2 days and was proposed by the Watson’s Bay Boutique Hotel. Council supported the event to the value of $10,500 ($3,000 in kind and $7,500 cash) and as such it is presented to Council for consideration at this time.

2. Proposal:

Taste Orange 2016 is scheduled to take place in Robertson Park as a one-day festival from 11am-5pm on 22 May. This year’s event aims to celebrate local food and wine from the Orange region and restaurateurs from the local Watsons Bay, Rose Bay & Vaucluse community with a variety of entertainment throughout the day. See Annexure 1 for details on the proposal.
In addition to approaching Orange wineries and businesses to participate, Taste Orange hopes to target the businesses below by engaging and working with groups like Watsons Bay Association to assist in building community involvement by: Watsons Bay Boutique Hotel, Doyle’s Restaurant, Dunbar House, Gelatissimo, Bianca’s Deli in Rose Bay, Dover Del in Rose Bay, Vaucluse House Tearoom, Neilson Park Café, Kingsly Meats Rose Bay, GRUB in Vaucluse, Vaucluse Fruit Shop, Parisi’s of Rose Bay, Vaucluse Public School, Woollahra Council and Watsons Bay Milk Bar to name a few. Local artists, bands, school groups and entertainment will also be invited to participate.

The project budget is outlined below:

<table>
<thead>
<tr>
<th>PROJECT INCOME</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support income</strong></td>
<td></td>
</tr>
<tr>
<td>Orange City Council</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Cabonne Council</td>
<td>$2,000.00</td>
</tr>
<tr>
<td><strong>Earned income</strong></td>
<td></td>
</tr>
<tr>
<td>Projected Stallholders Fees</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Projected Wine Glass Sales</td>
<td>$6,500.00</td>
</tr>
<tr>
<td>Projected Tasting Token / Voucher sales</td>
<td>$22,800.00</td>
</tr>
<tr>
<td><strong>Amount requested from Woollahra Council</strong></td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Projected corporate sponsorship</td>
<td>$15,000.00</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>$96,300.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECT COSTS</th>
<th>AMOUNT REQUESTED FROM COUNCIL</th>
<th>TOTAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service providers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainment – music, kids area, performance area, performance and activities</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Event Management</td>
<td></td>
<td>$14,500</td>
</tr>
<tr>
<td>Security</td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Equipment/materials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire equipment, AV, styling, stalls, electricity</td>
<td>$2,000</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>Marketing and Promotion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>$800</td>
<td>$9,000</td>
</tr>
<tr>
<td>Print media</td>
<td></td>
<td>$3,500</td>
</tr>
<tr>
<td>Local area marketing (banners, street flags, mail drops)</td>
<td>$7,200</td>
<td>$7,200</td>
</tr>
<tr>
<td>Media event</td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Graphic design</td>
<td></td>
<td>$2,000</td>
</tr>
<tr>
<td>PR</td>
<td></td>
<td>$8,000</td>
</tr>
<tr>
<td>Insurance (PLI by stallholders)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin/licences</td>
<td></td>
<td>$6,000</td>
</tr>
<tr>
<td>Voucher invoices</td>
<td></td>
<td>$12,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>$15,000</td>
<td>$98,200</td>
</tr>
</tbody>
</table>
In addition to the financial contribution of $15,000, in-kind support has also been requested for the waiving of the park hire fees and the provision of waste management (approximately $2,000).

In 2015 the event was conducted over two days but, as stated in the event acquittal provided to Council (Annexure 2) the Saturday was not as well attended so in 2016 it will return to a one day event on Sunday only.

Given that the 2015 event was run over 2 days and Council supported the event to the value of $10,500 ($3,000 in kind and $7,500 cash), it is proposed that the 2016 event be supported to the value of $5,000 to cover the entertainment. This is also in line with the amount available for other community cultural grants.

In comparison, in 2016 Council has supported and managed community, cultural and place making events, such as the recent Chinese New Year Festival at a cost of $55,000 plus staff time of approximately $30,000 and the Double Bay Good Food Week, which received a financial contribution of $26,982. It should be noted that both of these events were week-long events. This higher level of funding for these activities was considered and adopted by Council in November 2015, outside of the usual 2015/16 budget adoption process. It is recommended that, should Council wish to continue to support activities to this level, that a budget allocation be made each financial year and earmarked for such events as they are outside of the scope of the Community & Cultural Grants Program.

Alignment with Councils Goals

This proposal is in accordance with Council’s Delivery Program and Operational Plan;

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.’

Goal 9: Community focussed 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.’

3. Identification of Income & Expenditure:

The recommended contribution can be financed from the Community & Cultural Grants Program funding allocation. There is currently $5,100 available in the 2015/16 budget.

4. Conclusion:

It is recommended that Council support Taste Orange with a $5,000 cash contribution to provide the entertainment for the day and in-kind support for the waiving of park hire fees and the provision of waste management. As with any event with a community component, Council will also provide promotional support through its usual channels and use of banner poles for promotion.

Support is recommended due to the community engagement component of the event and the inclusion of local businesses. A range of local businesses have already been identified to be involved and will be targeted, in addition to any that Council may recommend.
Through the provision of support for these activities, Council is playing a pivotal role in the development of the Woollahra community whilst clearly demonstrating Council’s commitment to community and cultural events and economic development in the Watsons Bay area.

Annexures

1. Community Cultural Grants Application 2016 - Taste Orange Watsons Bay - application

Large Community & Cultural Grant Application

What’s your bright idea?

Please read the Community and Cultural Grants Policy and Guidelines (includes selection criteria) before completing this form.

**CLOSING DATE:**
*Late or incomplete applications will not be accepted.*

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Brand Orange Ltd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>28a Sale Street ORANGE NSW 2800</td>
</tr>
<tr>
<td>Contact person</td>
<td>Rhonda Sear</td>
</tr>
<tr>
<td>Position in org</td>
<td>Executive Officer</td>
</tr>
<tr>
<td>Phone / Mob</td>
<td>0422 222 446</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:rhonda@tasteorange.com.au">rhonda@tasteorange.com.au</a></td>
</tr>
<tr>
<td>Project name</td>
<td>Taste Orange @ Watsons Bay</td>
</tr>
<tr>
<td>Amount requested (max $5000)</td>
<td>$15,000</td>
</tr>
<tr>
<td>Total cost of project</td>
<td></td>
</tr>
<tr>
<td>Have you received a grant from Council before?</td>
<td>YES X NO</td>
</tr>
<tr>
<td>Would you accept partial funding?</td>
<td>YES X NO</td>
</tr>
</tbody>
</table>

**PROJECT SUMMARY** *(a brief description of project. This will be used in Council communication regarding the Community & Cultural Grants Program).*

'Country meets the Coast'.

The aim of this one day Festival is to engage the Watsons Bay and greater community in a food and wine focused, community-centric event. We are also focused on exhibiting/showcasing great food and wine from the Orange region and food from Watsons Bay. At the same time, highlighting the quiet iconic harbour-side suburb of Watsons Bay.

Food and Wine Festival appeal is another key factor with a strong focus on healthy lifestyle, family and eating local produce.

Have you used Community Creators [www.communitycreators.org.au]? YES NO X
If yes, for what purpose? ________________________________
Your Organisation

1. What are the aims and objectives of your organisation?

*Brand Orange Ltd trading as Taste Orange is a not-for-profit organisation. We are a marketing organisation that aims to work collaboratively with key stakeholders related to the promotion of our region to improve visitation, lifestyle, investment and opportunity.*

*Our vision is to lead the marketing and support the development of Orange, Cabonne and Blayney local government areas to become a vibrant, unique and progressive region to visit, live, grow, work and for the purpose of economic development*

*Destination Marketing*
*Event Marketing and promotion*
*Membership management*
*Industry support*

2. Where does your organisation receive funding? (Include fundraising, grants, sponsorships).

*Brand Orange Ltd receives funding from the following partnerships:*

* Provision of tourism promotional services for Orange City and Cabonne Councils*
* Membership with strong representation from the food and wine industries*
* Partnership with Orange Health Service*
* Destination NSW*
* ORVA Orange Region Vignerons Association – marketing contract*
* F.O.O.D Week – marketing contract*

3. Is your organisation incorporated? Please tick.  

   YES X ☐ NO ☐

*Please note the Guidelines if your group is not incorporated.*

4. Do you have public liability insurance? Please tick.  

   YES X ☐ NO ☐

5. ABN __29134947596____________________

6. Are you registered for GST?  

   YES X ☐ NO ☐

*If you are successful in receiving a grant and you are registered for GST the additional 10% in the cheque will need to be forwarded to the ATO.*
Your Project

1. Where will the project take place?  __Robertson Park, Watsons Bay

2. Please describe your project in more detail. Include the following as relevant: planning, timelines, target audiences, promotion, venues, expected attendance, intended outcomes.

Event to be in Robertson Park and attracting Orange wineries and food suppliers/producers, plus restaurateurs from the local Watsons Bay, Rose Bay & Vaucluse community for one day with a variation in entertainment throughout the day. The one-day festival will run on Sunday 22 May 2016, operating from 11am to 5pm. Theme and style of the site will be in the sophisticated country style.

Planning of event has commenced and will operate on a similar timeline as per last year. We have already confirmed tentative bookings for the space usage via council. All service providers are currently being engaged.

The target audience of this event is local Watsons Bay & Eastern Suburbs community members and families, as well as greater Sydney residents.

3. How does your project demonstrate one or more of the following priority strategies?

1. Further foster and build community partnerships and networks
2. Increase engagement in community activities
3. Improve access to information
4. Encourage respect and support for social and cultural diversity
5. Support opportunities to participate in active and healthy lifestyles
6. Increase opportunities for young people
7. Support the celebration of local people, places and cultural heritage
8. Support and promote arts, artists and cultural development within the local community

1) The concept Country to Coast is doing just that – building community partnerships and networks both from the Orange region and Watsons Bay / Eastern Suburbs area, and bringing them together. By bringing two very different communities together and working collectively to provide an experience for the community, it’s our goal to make this an engaging annual event. Each year we hope to grow the number of local and orange-based vendors in celebration of local produce and the Country to Coast theme.

2) The one-day festival is all about community engagement. We want to share great food and wine from both Watsons Bay and the local area, and the Orange region with the community. Robertson Park is such a beautiful location and the perfect space for the festival. We hope to make this an annual event and treat it similarly to what would be seen at Double Bay Festival and Rose Bay Festival.

3) We all love good food and good wine. Attendees will be able to support local producers and suppliers, while enjoying and learning more about Orange and the produce / wines that come from the area.
7) Watsons Bay and the greater Eastern Suburbs area has so many specialty grocers, butchers, delicatessens and shops. We aim to celebrate the local food culture and the similarities & differences seen in Rural NSW, the Orange region. By showcasing the two regions together in one event, the community will celebrate the local people that have built the food scene and learn about the Orange Region and their food & wine culture.

4. How will your project provide Woollahra residents with opportunities for community participation, engagement or skills development?

The festival will run over one day, Sunday 22 May, 2016. The festival will celebrate local food and food and wine from the Orange region. The event is open to and catered to all ages – with engaging entertainment and demonstrations. It’s hoped that by including the local community members and inviting them to exhibit and showcase their food offerings, there will be a sense of local support and community, encouraging all locals and greater Eastern Suburb residence to attend.

We aim to teach attendees more about the Orange region and the produce and wines that come from the area. It is hoped that attendees will learn more about the local produce and offerings that are available to them.

5. How will your project work in partnership with other local organisations or groups?

Bringing Country to the Coast mean we will work collectively with local businesses, organisations and groups in the food and culture scene.

By engaging and working with groups like Watsons Bay Association to assist in building community involvement, we hope to target businesses like:

Watsons Bay Boutique Hotel, Doyle’s Restaurant, Dunbar House, Gelatissimo, Bianca’s Deli in Rose Bay, Dover Del in Rose Bay, Vaucluse House Tearoom, Neilson Park Café, Kingsly Meats Rose Bay, GRUB in Vaucluse, Vaucluse Fruit Shop, Parisi’s of Rose Bay, Vaucluse Public School, Woollahra Council and Watsons Bay Milk Bar to name a few.

Local artists, bands, school groups and entertainment will also be invited to participate.

Taste Orange will also approach local Orange wineries and businesses to participate. We also would like to receive feedback and recommendations from Woollahra Council with businesses, groups and organisations they believe to be a good fit.
6. How will your project complement existing services and activities in the local area?

'Country meets the Coast' is a unique opportunity that showcases wine and produce direct from the Winemaker and farmer in a stunning Sydney harbour side suburb, Watsons Bay. Food and Wine tourism is one of the leading ‘call to action’ by consumers in Australia, and we’re hoping both Orange and Watsons Bay can target this market. By showcasing local produce with the food and wine from the orange region, the two-day festival will give attendees more information and activities to engage with.

This concept has been seen with the Mudgee region at Balmoral, in an annual event that drives a lot of revenue and community engagement to Balmoral.

7. Describe your organisation’s ability to effectively manage and deliver community or cultural services/activities.

Brand Orange Ltd is an incorporated not for profit member based organisation with strong engagement with the food and wine industries of the Orange region. The organisation engages and covers the costs for specialist service providers to deliver certain elements of the festival e.g. graphic design, PR & Marketing consulting, event management, print production etc. Brand Orange Ltd also plan, manage and market the following festivals: Banjo Paterson Festival, Taste Orange@Sydney Cellar Door, Taste Orange@Canberra, F.O.O.D Week, Orange Apple Festival, Taste Orange@Sydney, Orange Wine Festival and Taste Orange@Wahroonga

8. How will your activity or project become independent of ongoing financial assistance from Council?

Taste Orange @ Watsons Bay is in its third year. Sustainability in the face of many challenges does not come easily, however the event last year had strong financial structure and produced a strong return that will be developed further in the third year. From the continued success of the annual festival we aim to engage businesses to sponsor the event in future years in order to become financially efficient.

It is hoped in the coming years that the community will support the event. Each vendor that takes part in the festival will pay a contribution to exhibit.
9. How will you evaluate this project?

We collect statistics via the following methods: 1. Online survey to be completed by all online ticket purchasers 2. Random sampling including collection of postcode data. 3. Business (individual event organiser) surveys. We take a weighted average across the results obtained from both our online ticketholder survey and our face to face survey and project across the total attendance calculated by combing the results obtained through our business survey. Once this is complete we can calculate a realistic estimate of total attendance total visitation from outside Eastern suburbs. We also monitor and evaluate statistics collected by Google Analytics and social media reporting ascertain the effectiveness of our marketing spend in these areas. A publicity report is developed post the festival.

Your Project Budget (GST Inclusive)

<table>
<thead>
<tr>
<th>PROJECT INCOME</th>
<th>AMOUNT  $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support income</strong> – list the name of any organisation contributing toward the project.</td>
<td></td>
</tr>
<tr>
<td>Orange City Council</td>
<td>$ 20,000.00</td>
</tr>
<tr>
<td>Cabonne Council</td>
<td>$ 2,000.00</td>
</tr>
<tr>
<td><strong>Earned income</strong> – if applicable, list source, e.g. cost to participants.</td>
<td></td>
</tr>
<tr>
<td>Projected Stallholders Fees</td>
<td>$ 15,000.00</td>
</tr>
<tr>
<td>Projected Wine Glass Sales</td>
<td>$ 6,500.00</td>
</tr>
<tr>
<td>Projected Tasting Token / Voucher sales</td>
<td>$ 22,800.00</td>
</tr>
<tr>
<td><strong>Amount requested from Woollahra Council</strong></td>
<td>$ 15,000.00</td>
</tr>
<tr>
<td><strong>Projected corporate sponsorship</strong></td>
<td>$ 15,000.00</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>$ 96,300.00</td>
</tr>
</tbody>
</table>
### PROJECT COSTS

Please provide a breakdown of expenses under each category.

<table>
<thead>
<tr>
<th>Category</th>
<th>TOTAL COSTS $</th>
<th>AMOUNT FROM COUNCIL $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service providers</strong> – tutors, trainers, artists costs and number of days (note: does not include salaried employees).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entertainment - music, kids area, performances &amp; activities</td>
<td>$ 5,000.00</td>
<td>$ 5,000.00</td>
</tr>
<tr>
<td>Event Management</td>
<td>$ 14,500.00</td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>$ 3,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Equipment/materials</strong> – list components.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire equipment, AV, styling, stalls electricity</td>
<td>$ 25,000.00</td>
<td>$ 2,000.00</td>
</tr>
<tr>
<td><strong>Marketing and promotion</strong> – list components.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>$ 9,000.00</td>
<td>$ 800.00</td>
</tr>
<tr>
<td>Print media</td>
<td>$ 3,500.00</td>
<td></td>
</tr>
<tr>
<td>Local area marketing (banners, street flags, mail drop)</td>
<td>$ 7,200.00</td>
<td>$ 7,200.00</td>
</tr>
<tr>
<td>Media Event (event styling, invitations, media entertaining, food and beverage)</td>
<td>$ 3,000.00</td>
<td></td>
</tr>
<tr>
<td>Graphic Design (original design concept, re-sizing, printing collateral and distribution)</td>
<td>$ 2,000.00</td>
<td></td>
</tr>
<tr>
<td>PR (percentage of monthly retainer for two month campaign – pre event, during event and post event – full retainer at $5,500 per month x 2 months = $11,000)</td>
<td>$ 8,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Insurance costs</strong> – check with your insurer whether your existing coverage extends to the activities of this project.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLI insurances all included by stallholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong> – please specify.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration/Licences</td>
<td>$ 6,000.00</td>
<td></td>
</tr>
<tr>
<td>Voucher invoices</td>
<td>$ 12,000.00</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL EXPENDITURE**  

|$ 98,200.00 | $ 15,000.00 |

Explain the importance of the items requested for the success of your project:
To generate the community feeling and awareness around the event, we need to ensure it’s marketed well in advance in a variety of ways. The community involvement is a key objective for this event. This marketing plan and spend is tailored to target locals and the wider Woollahra / Sydney community. The financial support from Woollahra Council will be budgeted in to our marketing spend and will ensure greater awareness – assisting in covering upfront costs to make the community event come to life.

Checklist – Supporting Documents

- Proof of your organisation’s legal/corporate status (e.g. certificate of incorporation)
- The most recent Annual Report
- Copies of 2 written quotes (for items over $100)
- Your organisation’s most recent audited statement and balance sheet (a statement of income and expenditure should be provided)

I certify that, to the best of my knowledge, the statements in this application are true. I have read and I understand the Woollahra Municipal Council Community and Cultural Grants Policy and Community and Cultural Grants Program Guidelines and Selection Criteria.

I acknowledge that Woollahra Council cannot guarantee funding for any application.

If the grant is successful, I agree to acknowledge the contribution and support of Woollahra Council in our publicity, including all media, literature and promotional activities relating to the project, as well as in speeches during the course of any event. I also agree to submit the required acquittal form, as well as two digital photographs relating to my project, that can be used by Woollahra Council for promotional purposes, by the due date.

Name: Rhonda Sear
Position in Org Executive Officer

Signature

The form must be signed by a person holding an Office Bearer position within your organisation.

Please return to:
Mr Gary James
General Manager, Woollahra Council
PO Box 61
Double Bay NSW 1360

or email to community@woollahra.nsw.gov.au
Dear Grant recipient

As a condition of receiving your grant from Woollahra Council, you are required to complete the following acquittal. Please return it at the completion of your project, or by Friday, July 3, 2015, at the latest.

Please note that failure to complete components of the acquittal may affect your organisation’s chance to be considered for future grants.

1. Organisational Details:

   Organisation: Watsons Bay Boutique Hotel

   Contact person: Joanna Steuart  Ph: 02 8960 6705

2. Project Evaluation:

   - Project name: Taste Orange – Food & Wine Festival
   - Has the project been completed? X Yes  [ ] No
   - Did the project meet your objectives? X Yes  [ ] No

   - Please provide details:

     • Brand Orange Ltd trading as Taste Orange is a not for profit organisation. The concept Country to Coast is doing just that – building community partnerships and networks both from the Orange region and Watsons Bay / Eastern Suburbs area, and bringing them together. By bringing two very different communities together and working collectively to provide an experience for the community, it’s our goal to make this an engaging annual event. Each year we hope to grow the number of local and Orange-based vendors in celebration of local produce and the Country to Coast theme.

     • The two-day festival is all about community engagement. We want to share great food and wine from both Watsons Bay and the local area, and the Orange region with the community. Robertson Park is such a beautiful location and the perfect space for the festival. We hope to make this an annual event and treat it similarly to what would be seen at Double Bay Festival and Rose Bay Festival.

     • The aim of this two day Food & Wine Festival was to engage the Watsons Bay and greater community in a food and wine focused, community-centric event.

     • We showcased great food and wine from the Orange region and food from Watsons Bay. At the same time, highlighting the quiet iconic harbour-side suburb of Watsons Bay.

     • The event provided the Woollahra community a family-friendly event to attend in the neighbourhood and increased awareness of Watsons Bay to greater Sydney residents and tourists.

     • The event supported and promoted local Australian produce.

   - Were there any unexpected/additional outcomes?

     • We extended the event to activate on two days over the weekend this year. We found that attendance on Saturday was a challenge, and we had a greater number on Sunday. We have taken this feedback on board and only plan to activate on the Sunday next year.

If you have any questions give us a call on 9391 7166
Grant Acquittal
2014/15

- Number of people who participated in your project:

Approx. 5000 people who attended.

Over the 2 days 1281 glasses were sold – many people shared a glass and there were the non-drinkers who did not purchase a glass to consume wine. 5647 Vouchers were sold over the two days.

We surveyed 143 people over the two days and here are the results:

1. What is your usual place of residence?

   Results based on 143 responses to this question

   - 32.67% (47) Eastern Suburbs
   - 20.58% (30) Local - Watsons Bay & Vaucluse
   - 11.69% (17) Northern Suburbs (Includes Beaches)
   - 9.79% (14) Western Suburbs
   - 9.79% (14) Overseas
   - 6.95% (10) Interstate
   - 5.69% (8) Southern Suburbs
   - 2.10% (3) Regional NSW - every where else

2. What is your main reason for visiting the Watsons Bay Park today? (Multiple choices available)

   - 100
   - 80
   - 60
   - 40
   - 20
   - 0

3. What mode of transport did you use to get here?

   Results based on 143 responses to this question

   - Ferry
   - Bus
   - Car
   - Walked
   - Tram
   - Other

If you have any questions give us a call on 9391 7166

Annexure 2  Community Cultural Grants 2014-15 - Taste Orange - Acquittal Form
Grant Acquittal
2014/15

4. Did you see or hear any advertising about the Festival?

Results based on 143 responses to this question

- Number of participants who are residents of Woollahra Municipal Council:
  Approx. 21% of the total participants

- Did you acknowledge Council’s contribution to your project? X Yes ☐ No
- Was all the funding provided by Council spent? X Yes ☐ No

- Please provide a summary of the income and expenditure of your project, identifying the grant from Council.

<table>
<thead>
<tr>
<th>COST SPLIT</th>
<th>Taste Orange @ Watsons Bay</th>
<th>COST</th>
<th>Watsons Bay Boutique Hotel</th>
<th>Woollahra Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flyer Printing - Festival Map</td>
<td>Program printing and vendor listing</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>☐</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Additional Waste Management</td>
<td>$1,000.00</td>
<td>SIN KIND</td>
<td>☐</td>
</tr>
<tr>
<td>Equipment</td>
<td>Bollards, Fencing and barricade</td>
<td>$2,000.00</td>
<td>SIN KIND</td>
<td>☐</td>
</tr>
<tr>
<td>Entertainment</td>
<td>Local acoustic entertainments x 3 x 2 days</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td>☐</td>
</tr>
<tr>
<td>Kids Entertainment</td>
<td>Petting Zoo, Colouring in corner, Face painting &amp; park games</td>
<td>$5,170.00</td>
<td>$170.00</td>
<td>☐</td>
</tr>
<tr>
<td>Welcome signage / directional signage</td>
<td>Welcome, Toilets, Drinks, Food, etc.</td>
<td>$500.00</td>
<td>$500.00</td>
<td>☐</td>
</tr>
<tr>
<td><strong>TOTALS (ex GST)</strong></td>
<td></td>
<td><strong>$11,670.00</strong></td>
<td><strong>$1,670.00</strong></td>
<td><strong>$7,000.00</strong></td>
</tr>
</tbody>
</table>

- Do you have any comments/suggestions about the Grants Program? no

If you have any questions give us a call on 9391 7166
Grant Acquittal
2014/15

3. **Checklist**

You are required to provide:

- Copies of receipts from the expenditure of your grant funding
- Copies of promotional material you have used
- Two photos of your project.

Please confirm the above have been attached/included:  X Yes  □ No

4. **Lodgement**

Please forward the completed form and attachments via email to community@woollahra.nsw.gov.au

Or email to:  kylie.walshe@woollahra.nsw.gov.au

If you have any questions give us a call on 9391 7166
Political Donations – matters to be considered by Councillors at Meetings

Matter before Committee or Council Meeting

Did the applicant, owner (if not the applicant) or someone close to the applicant make a donation in excess of $1,000 that directly benefited your election campaign?
(Code of Conduct Cl 4.21)

No

Did the applicant or someone close to the applicant make a donation less than $1,000 that directly benefited your election campaign?
(Code of Conduct Cl 4.2)

No

Yes

Action
Declare a significant non-pecuniary conflict of interest, absent yourself from the meeting and take no further part in the debate or vote on the matter
(Code of Conduct Cl 4.16(b))

Yes

Action
Do you believe the political contribution creates a significant non-pecuniary conflict of interest for you?
(Code of Conduct Cl 4.23)

No

Yes

Action
Consider appropriate action required.
This could include limiting involvement by:
1. participating in discussion but not in decision making (vote),
2. participating in decision making (vote) but not in the discussion
3. not participating in the discussion or decision making (vote)
4. removing the source of the conflict

Action
Participate in debate and vote on the matter

Yes

Is the matter before the meeting a Planning Matter?

Staff to record decision process (motions/amendments) and Division of votes for the determinative resolution or recommendation in the meeting minutes.

No

Yes

Matter before Committee or Council Meeting

Did the applicant, owner (if not the applicant) or someone close to the applicant make a donation in excess of $1,000 that directly benefited your election campaign?
(Code of Conduct Cl 4.21)

No

Did the applicant or someone close to the applicant make a donation less than $1,000 that directly benefited your election campaign?
(Code of Conduct Cl 4.2)

No

Yes

Action
Declare a significant non-pecuniary conflict of interest, absent yourself from the meeting and take no further part in the debate or vote on the matter
(Code of Conduct Cl 4.16(b))

Yes

Action
Do you believe the political contribution creates a significant non-pecuniary conflict of interest for you?
(Code of Conduct Cl 4.23)

No

Yes

Action
Consider appropriate action required.
This could include limiting involvement by:
1. participating in discussion but not in decision making (vote),
2. participating in decision making (vote) but not in the discussion
3. not participating in the discussion or decision making (vote)
4. removing the source of the conflict

Action
Participate in debate and vote on the matter

Yes

Is the matter before the meeting a Planning Matter?

Staff to record decision process (motions/amendments) and Division of votes for the determinative resolution or recommendation in the meeting minutes.

No