

DELIVERY PROGRAM 2018-2022 & OPERATIONAL PLAN 2021/22



July-December 2021
Progress Report

Acknowledgement of Country

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



Contents

Executive Summary	4
Notices of Motion	5
New- received July-December 2021	5
Actioned via the Operational Plan 2021/22	9
Completed / In Progress / Not Yet Commenced	10
July-December 2021/22 Highlights by Theme	15
Community wellbeing	15
Quality spaces and places	16
A healthy environment	17
Local prosperity	18
Community leadership and participation	19
July-December 2021/22 Progress by Goal	20
Goal 1: A connected, harmonious and engaged community for all ages and abilities	20
Goal 2: A supported, enabled and resilient community	26
Goal 3: A creative and vibrant community	31
Goal 4: Well-planned neighbourhoods	39
Goal 5: Liveable places	64
Goal 6: Getting around	70
Goal 7: Protecting our environment	72
Goal 8: Sustainable use of resources	75
Goal 9: Community focused economic development	81
Goal 10: Working together	87
Goal 11: A well managed Council	89



Macquarie Lighthouse, Vaucluse

Cover image: Woollahra Gallery at Redleaf

Executive Summary



Welcome to our Progress Report for our Delivery Program 2018 - 2022 and Operational Plan 2021/22 for the reporting period of July - December 2021. Council continues to deliver on the priorities identified in your Community Strategic Plan.

I wanted to share with you some significant achievements during the reporting period.

- At its meeting of 25 October 2021, Council approved Woollahra's first Local Housing Strategy and Affordable Housing Policy
- Council set an aspirational target for net zero community emissions by 2030 and joined the Cities Race to Zero program (<https://www.c40.org/what-we-do/building-a-movement/cities-race-to-zero/>)
- Council's audit of greenhouse gas emissions for its operations in 2020/21 was completed, enabling us to maintain carbon neutral status via Climate Active certification
- Rose Bay Beach water quality improved significantly, receiving a 'Good' rating in the annual Beachwatch State of the Beaches Report
- The opening of a new amenities block at Percival Park in Rose Bay and the completion of new playgrounds at Dillon Street Reserve and Plumb Reserve- more details of Capital Works improvements are available [here](#)
- Council elections were held on 4 December 2021, and I offer congratulations to our eleven returning Councillors and a warm welcome to the four new faces that comprise our newly elected Council.

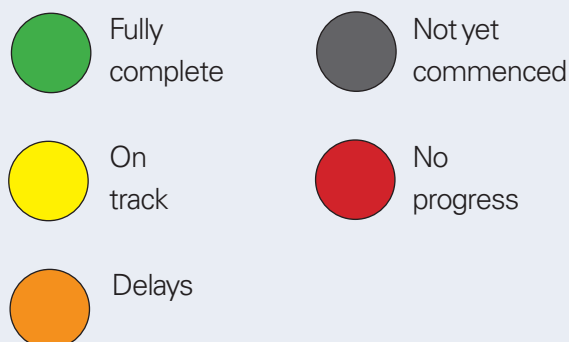
In April, we will be seeking community input to shape a new Community Strategic Plan for 2022-2032, a new Delivery Program for 2022 to 2026 and a new Operational Plan for 2022-23. These documents guide every decision we make and every dollar we spend, in delivering services for our community.

In the face of some challenging economic conditions, hearing from you about your priorities has never been more important. I encourage you to get involved and register for updates on our online community engagement platform **Your Say Woollahra**. You will also be able to learn more about Council's current financial position, our challenges and our plans for achieving long term financial sustainability via our quarterly budget updates available on our [website](#). I look forward to sharing our draft Plans with you and listening to your feedback.

Craig Swift-McNair

Understanding this report









We have used a traffic light system to indicate the progress of our Operational Plan actions:





















Notices of Motion






Notices of Motion are requests for action adopted by Council during the financial year. Councillors can raise Notices of Motion (NOM) during Council meetings. NOMs are not resourced in the adopted Operational Plan for the financial year, i.e. servicing a NOM will always have a budgetary impact either through unbudgeted works and/or the diversion of staff time. Where resourcing is diverted it may lead to delayed delivery of Operational Plan actions.

In the period 1 July to 31 December 2021, the below new Notices of Motion were received. This list reflects the status of the report as at 31 January 2022. Where a report has been tabled to the Finance, Community & Services Committee this is referred to as FC&SC; where a report has been tabled to the Environmental Planning Committee this is referred to as EPC.

NOM Date	NOM Subject & brief description	Status
5/07/2021 	Synthetic Turf: Places a moratorium on synthetic grass for any new sporting field until a follow up report is presented which notes the Departmental Enquiry report in relation to synthetic turf.	In Progress; awaiting Departmental Enquiry on synthetic turf
5/07/2021 	Net Zero: Notes the declaration of a state of climate emergency, the NSW Government and OECD's commitment to net zero emissions by 2050.	Completed; letters sent as per resolution
5/07/2021 	Truck Staging Area for Developments: Call for State Government to plan and designate Truck Staging Area for Developments in Eastern Sydney – Adopt as part of the development consent process for all development a designated truck staging area away from residential streets.	In progress; Letter is being drafted for Minister of Planning in Q3 2021/22.
26/07/2021 	Enforceable DA Conditions relating to footpaths: Prepare a report to investigate the feasibility of additional enforceable conditions of any Development Application (DA) which requires all footpaths to be maintained in a manner that provides a safe path	In Progress; it is anticipated that a report will be presented in Q4 2021/22
26/07/2021 	Constables Cottage, Camp Cove: Prepare a report detailing costs and resources involved in development a master plan for the Camp Cove precinct	In Progress; it is anticipated a report will be presented in Q4 2021/22
26/07/2021 	Passive Smoke Exposure: Prepare a report outlining the legislative frameworks and options to further advocate on passive smoke exposure in high density terrace homes	In Progress; it is anticipated a report will be tabled in the first half of 2022
23/08/2021 	Oxford Street Heritage: Undertake a report to investigate the potential heritage significance of properties at 58- 88-90 Oxford Street Woollahra including the theatre at 78-80 Oxford Street, Woollahra	Not Yet Commenced
23/08/2021 	Transparency and confidence in Council process around decision making in litigated planning matters: Prepare a costings report for an independent review of Land & Environment Court Proceedings over the past Council terms from 2017 to date	In Progress; it is anticipated a report will be tabled in March 2022

NOM Date	NOM Subject & brief description	Status
23/08/2021 	Council acquisition of the Charles Wentworth Memorial Church, Vaucluse: Prepare a report to investigate the opportunity for Council to acquire the Charles Wentworth Memorial Church, Vaucluse for community use	Completed; FC&S 13/09/2021; Council resolved not to proceed with the acquisition.
23/08/2021 	Puppies in the Park: Prepare a report detailing the costs and resources involved in reinstating the bi-annual 'Puppies in the Park'	Completed; FC&S 11/10/2022
13/09/2021 	Rose Bay Promenade: Delay commencement of the Rose Bay Promenade	Commencement delayed until 04/04/2022
27/09/2021 	Heritage Advisory Committee: Prepare a report on the opportunity to create a Heritage Advisory Committee to held inform decisions that relate to heritage matters in the municipality and which could preside over grants sought by heritage societies in the community to support their efforts to save heritage	Not Yet Commenced; it is anticipated a report will be presented in the first half of 2022
27/09/2021 	Rose Bay Promenade: Delay commencement of the cycleway construction along the Rose Bay Promenade	Commencement delayed until 04/04/2022
27/09/2021 	Development Approvals & Change Of Use For Public Assets: Establish a process where if Owner's Consent is required in relation to any Development Application or significant S4.55 Modification Application for work to a public property asset within Council ownership and/or control, that Owner's Consent is not granted unless it has been approved at full Council via recommendation from the appropriate Council Standing Committee, noting that Council reserves its rights to conduct community consultation on such a matter if it deems appropriate.	Completed; The process for Owner's Consent has been changed in accordance with this NOM
27/09/2021 	Online Mental Health First Aid Training: Prepares a report on the most appropriate and cost-effective way to offer online Mental Health First Aid courses during the COVID pandemic to Woollahra residents, including Youth Mental Health First Aid and Mental Health First Aid for seniors	Completed; Email response sent to all Councillors 2/11/2021
6/10/2021 	Mask Recycling: Investigate the feasibility (or otherwise) of initiating a trial of collecting and recycling masks through an organisation such as 'TerraCycle'	In Progress; it is anticipated that a report will be presented in Q4 2021/22
6/10/2021 	Protected Wash Areas: Prepare a report on the review our standard conditions of consent to determine how they can be strengthened with regards to managing run off from slurry and the requirements around Protected wash off areas and education can be done to educate builders and renovators on the importance of essential erosion and sediment controls to prevent run off from their building sites entering our waterways.	Not Yet Commenced; it is anticipated that a report will be presented in Q4 2021/22

NOM Date	NOM Subject & brief description	Status
6/10/2021 	Afghan Refugees: Write to the Federal Minister for Wentworth, Mr Dave Sharma MP to ask what (if any) steps he has taken or intends to take to advocate for the resettlement of Afghan Refugees in Australia (including those Refugees currently awaiting processing as part of the existing humanitarian program)	Completed; Letter sent 20/10/2021; Response received 12/11/2021
25/10/2021 	2a-14a Queen Street, Woollahra Heritage Listing: Prepare a report to investigate the potential heritage significance of 2a-14a Queen Street, Woollahra in order to identify whether the site warrants a listing as an item on the State Heritage Register	Not Yet Commenced
25/10/2021 	Paddington Urban Domain Strategy: Develop a Public Domain Strategy for the Paddington Heritage Conservation Area. And investigates how best to develop a public domain strategy for the Paddington Heritage Conservation Area	Not Yet Commenced
25/10/2021 	Demolition of Contributory Heritage Items: Prepare a report and seek legal advice outlining options available to Council to further embed and the relevant planning principle within Woollahra's planning instruments with respect to demolition of contributory items in the Woollahra LGA and all heritage buildings in the Paddington HCA	In Progress; it is anticipated a report will be presented in the first half of 2022
25/10/2021 	Ausgrid pruning: Requests that the Mayor to liaise with the Mayors of Waverley, Randwick and the City of Sydney and seek their support to advocate jointly, through SSROC if practicable, to Ausgrid for a review of clearance pruning guidelines and reforms to minimise canopy loss based on international arboriculture best practice	In Progress; seeking support from adjoining Councils
25/10/2021 	Electric Vehicle Charging Station & Council Fleet: Investigates the move of the Council fleet to Electric Vehicles, installation of EV charging station in Vaucluse and funding opportunities	In Progress
25/10/2021 	Intergovernmental Panel on Climate Change (IPCC) Report: Requests the Mayor to write to the Prime Minister and the Commonwealth Energy Minister Angus Taylor, copying all members of the Commonwealth Parliament, outlining the passage of this motion and urging them to take ambitious 2030 and 2050 targets to COP 26 UN Climate Change Conference in November 2021 to modernise Australian industry and create jobs and most of all, to ensure a safe climate for future generations	Completed; Letters sent 18/11/2021; 1 response received at time of printing (Hon. Ben Morton MP)
25/10/2021 	Electric Vehicles: Requests the Mayor to write to the Deputy Prime Minister Minister for Infrastructure, Transport and Regional Development, the Hon Barnaby Joyce MP, the NSW Transport Minister, Rob Stokes MP, and copying local members Dave Sharma MP, Gabrielle Upton MP and Alex Greenwich MP to convey the passage of this motion and outlines Woollahra's leadership role and advocacy vision	Completed; Letter sent 18/11/2021; No response received at time of printing
25/10/2021 	Cooper Park Road Tree Removal: Requests a urgent confidential and detailed briefing relating to a Council tree outside 1A Cooper Park Road which has been looped without permission	Completed; Briefing conducted 1/11/2021

NOM Date	NOM Subject & brief description	Status
25/10/2021 	Draft Greater Sydney Parklands Trust Bill 2021: Write to the Premier Dominic Perrottet, the Minister for Planning, Public Spaces and Transport, Rob Stokes, and local State Members, Alex Greenwich MP and Gabrielle Upton MP	In Progress; Letters consistent with resolution sent 04/11/2021; Response received 21/12/2021 from Minister Stokes; consolidated package of all correspondence sent and received from all parties will be circulated to Council in early 2022
25/10/2021 	Paddington Greenway and the Weigall Sports Complex: Write to the Commission to encourage it to require that Sydney Grammar School submits a "commitment letter" pertaining to the Greenway	Completed; A letter in accordance with Part B of the resolution was prepared by staff. However the letter was not able to be sent prior to the determination made by the Independent Planning Commission on 5/11/21. The Councillors involved in the NOM were advised of this by the Director I&S on 24/12/ 2021.
22/11/2021 	Heritage Listing 364 Edgecliff Road, Woollahra: Prepare a report on the potential heritage significance of the building in order to identify whether the site warrants a listing as a local heritage item in the Woollahra Local Environmental Plan 2014 (WLEP); and/or an item on the State Heritage Register under the Heritage Act 1977.	In Progress; it is anticipated a report will be presented in the first half of 2022
22/11/2021 	Pedestrian Crossing Brown Street: Prepare a report considering the need (or otherwise) to provide a new pedestrian crossing (or any other measures) in the vicinity of the new playground to ensure pedestrian safety	Not Yet Commenced; it is anticipated a report will be tabled in Q4 2021/22
22/11/2021 	Moncur Reserve – Dogs Off Leash: Prepare a report to investigate the feasibility of making the Moncur Reserve (not including the basketball hoop section of the Reserve) dogs off leash after 3.30pm and before 10:30am everyday.	In Progress; it is anticipated a report will be presented in Q4 2021/22

Notices of Motion actioned via the Operational Plan 2021/22








Resourcing has been allocated to address actions arising from the following Notices of Motion in the current Operational Plan 2021/22. Progress comments will appear in this report under the relevant priorities.









NOM Date	NOM Subject	Priority	Page
26/02/2018	Affordable Housing	4.1.1	41
21/05/2018	Landscape Controls to enhance tree canopy	4.1.1	44
10/12/2018	Neighbourhood Heritage Conservation Areas	4.3.1	57
25/02/2019	Hydro geological report on Double Bay dewatering	4.1.1	42
08/04/2019	Proposed Heritage Listing of St Andrews Scots Presbyterian Church, Old School Hall Rose Bay Public School and McAuley Catholic School and outbuildings	4.3.1	55
08/04/2019	Review of Heritage Value of Places of Worship	4.3.1	54
12/08/2019	Rezoning of Riddell Street	4.1.1	41
11/11/2019	Special Local Character Areas	4.1.1	43
11/11/2019	Inter-war Residential Flat Buildings	4.3.1	54
09/12/2019	Heritage Gap Analysis	4.3.1	55
09/12/2019	Updating Local Heritage Register (significant architects)	4.3.1	55
10/02/2020	Cadry's Building Research	4.3.1	56
10/02/2020	Paddington Greenway	9.1.5 & 4.1.1	85 46
06/04/2020	Street Play Initiative	5.1.1	65
25/05/2020	Street Inlay Audit and Rectification	4.3.1	60
22/06/2020	Rose Bay Centre Improvements and Place Plan	9.1.2	81
24/08/2020	Double Bay Bowling Club preservation of land for private recreational use	4.1.1	50
29/09/2020	Pedestrianisation and Traffic Calming Measures for Rose Bay	6.4.1	71
29/09/2020	Hydrogeological and geotechnical study for the entire Rose Bay basin area from the Bellevue Hill ridgeline	4.1.1	49
26/10/2020	Fire hydrants and fire boosters	4.1.1	47
22/02/2021	SEPP Housing for Seniors of People with a Disability 2004	4.1.1	42
22/02/2021	Minimum Lot Sizes Dual Occupancies	4.1.1	45
25/04/2021	Prohibition of smoking in licenced premises within its Local Government Area	4.1.1	49
26/07/2021	Passive Smoke Exposure in high density terrace homes	4.1.1	49






Previous Notices of Motion Completed, In Progress or Not Yet Commenced during this reporting period








The below Notices of Motion were received prior to 1 July 2021. Resourcing has been allocated to prepare responses to the Notices of Motion during the reporting period. This list reflects the status of the report as at 31 January 2021. Where a report has been tabled to the Finance, Community & Services Committee this is referred to as FC&SC; where a report has been tabled to the Environmental Planning Committee this is referred to as EPC.

Note: Notices of Motion reported as completed in previous progress reports do not appear in this list.

NOM Date	NOM Subject & brief description	Status
08/04/2019 	Off-Leash Dog Area in Watsons Bay: Report be prepared which canvasses options for the establishment of a dog off-leash area at a beach in Watsons Bay.	In Progress; it is anticipated a report will be tabled Q4 2021/22
11/11/2019 	Heritage Listing Properties: Review the recommendations relating to the report on Californian Bungalows, including any examples of outstanding significance recommended for listing in Schedule 5 of the Woollahra LEP.	Completed; Council report 27/09/2021; Council resolved not to proceed with the listing
09/12/2019 	Glass Depots: Prepare a report identifying suitable sites for locating and installing depots for the community to deposit glass for recycling (and any other Community Recycling Centres).	In Progress; Councillor Briefing held 17/05/2021; it is anticipated a report by MRA consultants will be tabled Q4 2021/22.
09/12/2019 	Updating Local Heritage Register: Develop an approach and assessment criteria which allows the DCP to be amended to protect houses and buildings, that have been designed by architects of significant and importance.	Delays; report will progress subject to resources
10/02/2020 	Paddington Greenway: Immediately commence work on a planning proposal to amend the Woollahra Local Environmental Plan 2014 to insert a further local provision in the form of an environmental overlay or similar.	Not Yet Commenced; Subject to the outcome of the feasibility work being undertaken by Infrastructure & Sustainability
24/02/2020 	Stormwater Signage and Raingardens in Rose Bay: Prepare a report on installation of rainwater gardens in the street scape in Rose Bay, installation of signage on the ground of significant drains in Rose Bay and other measurements to improve public awareness of stormwater pollution.	In Progress; it is anticipated that a report will be tabled Q4 2021/22
06/04/2020 	Street Play Initiative: Report on feasibility of undertaking a 'Street Play Initiative' trial in Woollahra similar to the Waverley Council Street Play initiative.	In Progress; it is anticipated a report will be tabled Q4 2021/22

NOM Date	NOM Subject & brief description	Status
04/05/2020 	AUSGRID Siting of Electrical Pillars: Investigate the siting of AUSGRID Electrical “pillars” for private dwellings and commercial properties.	In Progress; Discussions with Waverley Council, City of Sydney and SSROC to discuss options to better advocate for undergrounding electricity pillars and/ or locating these pillars away from the public domain are ongoing.
25/05/2020 	Street Inlay Audit and Rectification: Undertake an audit of all 493 street inlays (set out in Annexure 1 of report to Urban Planning Committee on 23/02/2015).	In Progress; it is anticipated a report will be tabled in Q4 2021/22
22/06/2020 	Rose Bay Centre Improvements and Place Plan: Improve Rose Bay Centre by greening New South Head Road, exploring funding opportunities and developing a Place Plan.	In Progress; it is anticipated a report will be tabled in early 2022
22/06/2020 	Street Tree Management Plan for Figs in Municipality: Prepare a report setting out a detailed plan of management for the proper preservation, care and management of Council owned/public Fig trees.	In Progress; it is anticipated a report will be tabled Q4 2021/22
27/07/2020 	30km Speed Zone: Investigate and prepare a report regarding the potential to implement 30km/h zones or 40km/h zones in certain areas of the Woollahra Municipality.	Not Yet Commenced; project is currently unfunded; however, reduced speed limits in some areas across the local government area has also been considered as part of the Draft Active Transport Plan
27/07/2020 	Planning Panel Reforms: Write to the NSW Minister for Planning and the Premier outlining concerns in relation to the changes to the operations of NSW Planning Panels.	In Progress; A letter in accordance with the resolution will be forwarded to the Minister within two weeks.
27/07/2020 	Conservation of Heritage Listed Items: Prepare a report covering a review of Council’s approach on enforcement in relation to unauthorised works on listed heritage items per Schedule 5 of Woollahra LEP and recommend options to strengthen Council’s role in taking action against unauthorised works and to embed the requirement for a Conservation Management Plan.	In Progress; it is anticipated a report will be tabled in April 2022
27/07/2020 	Private Certifiers: Prepare report on how private certifiers may be held to better account in relation to breaches of development consents.	In Progress; it is anticipated a report will be tabled in April 2022

NOM Date	NOM Subject & brief description	Status
29/09/2020 	Hydrogeological and geotechnical study for the Rose Bay/Lower Bellevue Hill Catchment Area: Undertake a hydrogeological and geotechnical study for the entire Rose Bay basin area from the Bellevue Hill ridgeline, similar to the study recently undertaken for the Double Bay region.	Grant funding applications for studies in Vacluse and Darling Point are the next studies underway. This project is currently unfunded and will be considered for inclusion in a future delivery program.
29/09/2020 	Pedestrianisation and Traffic Calming Measures for Rose Bay: Prepare a report on opportunities to promote the better pedestrianisation of the Rose Bay area; traffic movement and traffic density in the area and the possibility of introducing lower speed limits in residential roads and laneways.	Not Yet Commenced; the Draft Active Transport Plan is due to go to public exhibition in Q4, which considers a number of these matters. Response to this NOM will be reported along with the final ATP back to Council.
29/09/2020 	Royal Hospital for Women Park: Undertake a discrete review of the POM's Action Plan concerning the adequacy of the Park's lighting as a matter of priority (including community consultation), funding for both the discrete review and any recommended works are provided for in the 2021/22 budget and any opportunities for funding be explored.	In Progress; funding is included in 2021/22 budget. Works to commence Q4 2021/22
26/10/2020 	Councillor Indemnification: Prepare a report for consideration by Council on the merits of reviewing Council's current Payment of Expenses and Provision of Facilities Policy so that Councillors acting in good faith in their role as a Councillor are indemnified for reasonable expenses incurred by them in defending legal proceedings and/or obtaining medical services and/or relation to any property damage.	In Progress; it is anticipated a report will be tabled by June 2022
26/10/2020 	Plans of Management: Prepare a further report the preferred strategic approach outlines the preferred strategic approach to updating Plans of Management for those parks and open spaces across the Woollahra local government area which are not Crown Land Reserves and therefore not captured in the review noted above; includes a delivery timetable; and is received by Council in connection with the presentation of Crown Lands Plans of Management review report	In Progress; it is anticipated a report will be tabled Q4 2021/22 as part of the final Crown Lands POM report to Council

NOM Date	NOM Subject & brief description	Status
26/10/2020 	Council Meetings via Zoom: Prepare a report considering options to permanently live stream all Council Meetings; options to permanently extend the right of residents to speak remotely by audio-visual link at all Council Meetings; the introduction of live minute taking (including cost implications); and any other measures or initiatives to enhance and facilitate transparent, inclusive and open decision making.	In Progress; it is anticipated a report will be tabled by June 2022 and considered with the Code of Meeting Practice
22/02/2021 	Worldwide Pride 2023: Prepare a report including budget implications on how best to plan for cultural and economic opportunities associated with Worldwide Pride 2023.	In Progress; it is anticipated a report will be tabled Report to be tabled to EPC 14/03/22
26/04/2021 	Double Bay Heritage: Report to investigate the potential heritage significance of identified buildings in the Double Bay Centre and relevant instruments of protection.	In Progress; it is anticipated a report will be tabled in 2022
26/04/2021 	Housing Targets: Write to the CEO of the Greater Sydney Commission, the Secretary of the Department of Planning, Industry and Development, the Minister Planning and Public Spaces, the Minister for the Environment and member for Vaucluse and the Member for Wentworth advocating on behalf of Woollahra Council that the targets set in the letter dated 12 March 2021 of an additional 500 – 600 dwellings by 2026 be withdrawn on the basis that the number of new dwellings has been overachieved.	Completed; Mayor letters sent 17/05/2021 Council 05/07/2021
26/04/2021 	Legal Services Panel Review: Present a recommendation on a way forward to reconstitute the former Legal Services Review Panel.	In Progress; it is anticipated a report will be tabled in April 2022
24/05/2021 	Hills Fig Trees lining Hampden Street, Paddington: Investigate and report on the possibility of replacing the Hills Fig tree at 23 Hampden Street, Paddington, with another Hills Fig tree that is sited in the vicinity of the existing specimen, in such a manner (including if necessary the installation of barriers to direct root growth) and maintained on a regular basis, to ensure it does not ultimately grow and encroach upon and put at risk public or private infrastructure, including provision of a new curb blister and landscaping; and to give consideration to amending the Street Tree Masterplan to reflect Hills Figs as the preferred species for Hampden Street, Paddington.	In Progress: Report was presented to Council 26/7/21 but was deferred pending broader consultation which will occur in February 2022; it is anticipated a report will be tabled Q3 2021/22
24/05/2021 	Prohibition of Smoking: Investigate and prepare a report concerning what (if any) steps Council could take to amend its Local Environmental Plan (LEP) to prohibit smoking in licenced premises within its Local Government Area (including but not limited to preparing a planning proposal seeking an LEP amendment).	In Progress; it is anticipated a report will be tabled in the first half of 2022



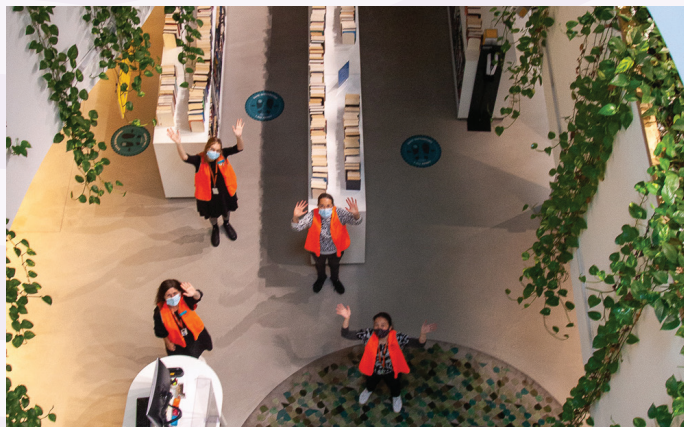
Artworks from the Woollahra Gallery at Redleaf launch exhibition, the Woollahra Small Sculpture Prize

Community wellbeing

July- December 2021 highlights



Bushcare team member at Community Connections Expo event held 17 September 2021 in Kiaora Lane, Double Bay



A Covid-safe re-opening to the public at Woollahra Library at Double Bay on 18 November 2021 as Public Health Orders eased



Dame Joan Sutherland plaque unveiling event 17 November 2021 in Queen Street, Woollahra (Richard Bonyng, the husband of Dame Joan Sutherland pictured)

844 entries

a record-breaking amount of entries for the Woollahra Small Sculpture Prize



30 artworks sold since Gallery opening 3 November 2021



2,000 visitors

to the launch exhibition at Woollahra Gallery at Redleaf

168

entries to the Youth Photographic & Short Film Prize

14,006

library database searches = 23% increase on Jan-June 2021



Woollahra Libraries hosted

19 online events

42,170

eBook and eAudio downloads

with **480** attendees +

578 views

1,567

views

Local History Digital Archives = 18% increase in web traffic on Jan-June 2021

1,021

new items

Added to our Local History Digital Archive



73 volunteers

participating at Woollahra Gallery at Redleaf and Woollahra Libraries

Quality places and spaces

July- December 2021 highlights



Cadry's Building, as viewed from the corner of New South Head Road and Mona Road



New amenities block in Percival Park, Rose Bay opened 23 December 2021



The new Plumb Reserve Playground, Woollahra

On 23 December 2021, the Department of Planning, Industry & Environment granted a gateway determination to progress the heritage listing of the Cadry's building at 133 New South Head Road, Edgecliff to the public exhibition stage.



4 amendments to enhance the provisions in the Woollahra Development Control Plan 2015 were approved and commenced

280 Development Applications determined = consistent from Jan-June 2021



237 Section 4.55 Applications determined = 23% increase from Jan-June 2021

126 Capital works projects Completed or In Progress



A healthy environment

July- December 2021 highlights



Staff working at Cooper Park on 3 September 2021; a total of 2,900 plants have been planted in the reporting period



Seahorse monitoring confirms a healthy population of the endangered White's Seahorse (*Hippocampus white*)



New electric vehicle charging station Goodhope Street, Paddington



2,900 plants

planted at Cooper Park,
and a further 1,500
plantings at Signal Hill



706 bookings

for e-waste collection
and recycling
= 19% decrease on
Jan-Jun 2021



5,692 tonnes

domestic waste collected
= 1% reduction compared
to July-Dec 2020



3,229 tonnes

recycling waste collected
= 5% increase compared
to July-Dec 2020



2,071 tonnes

domestic organic
waste collected
= 3.5% increase compared
to July-Dec 2020

119.26 tonnes

pollution diverted from
Sydney Harbour & collected
at our storm water pits and
Gross Pollutant Traps

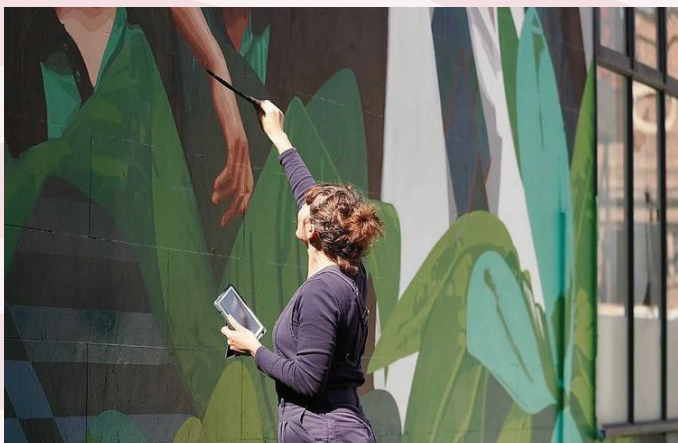


Local prosperity

July- December 2021 highlights



Revitalisation Grant recipient Pasta Pantry



Artist in Residence Sharon Billinge at work on a mural



Revitalisation Grant recipient Ruth Shteinman, providing social and wellbeing opportunities through the skill of shared weaving



\$61k funding

one-off Revitalisation Grants awarded by Council to 17 projects across Woollahra

to address the impacts of COVID-19 on the local community with projects to be completed between January-March 2022



\$15k funding

awarded to Council for the Summer Night Fund to deliver a Photo Trail event in 2022

around Pannerong Reserve/ Wilberforce Carpark, Percival & Collins Laneways and Percival Park in Rose Bay

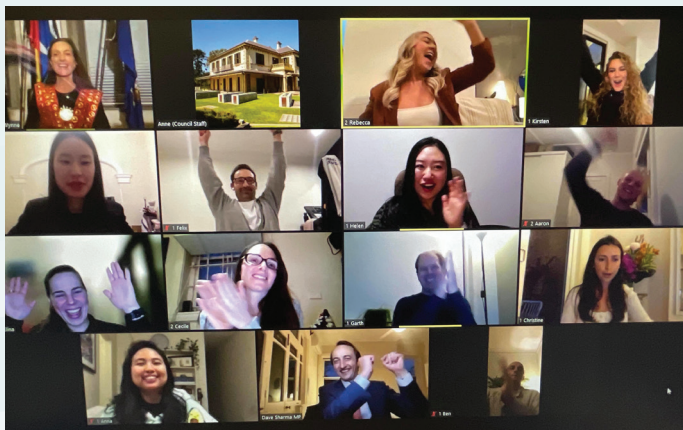


16.37% increase

in Dining & Entertainment Spending – year on year across the LGA \$54m (Dec 2021) up from \$46.4m (Dec 2020)

Community leadership and participation

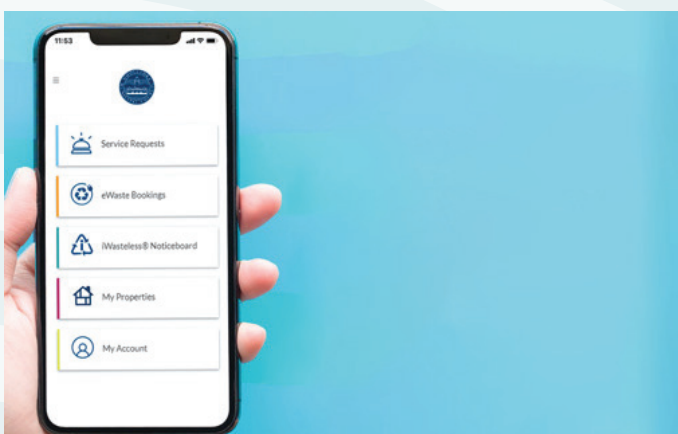
July- December 2021 highlights



Celebrations at one of our Citizenship Ceremonies, conducted online in August 2021



A Covid-safe re-opening to the public for our Customer Service centre from 25 October 2021 as Public Health Orders eased



Our Woollahra App is available to download to lodge your requests

5,244 users

visited our website on a single day

4 December 2021 (Council Election Day)




5  new consultation projects

24 online events hosted by Council

for **311** local residents to celebrate their decision to become Australian citizens

“173”

Your Say Woollahra new registrations = growth rate of 10.3%

 **946,480** page views by 221,130 unique users between July- Dec 2021

 **37,962** calls answered = 303 per business day (average) 2% increase from Jan-June 2021



 **950** customer requests lodged by using the new Woollahra App

Goal 1: A connected and harmonious community

Strategy 1.1: Provide and facilitate a range of community projects, programs and events.

Ref	Priority	Comments
1.1.1	Provide programs and activities that respond to the needs and aspirations of people as they age.	<p>The Men's Chat Group was not held from July – December 2021 due to COVID-19; however the Walking Groups recommenced for vaccinated walkers in November 2021. Approximately 60 vaccinated people joined one of 2 walking groups each week.</p> <p>NSW Seniors Festival 2022 will be held 25 March – 3 April 2022. A highly competitive Seniors Festival grant of \$1,000 has been secured for the festival. Development of the Seniors Festival program is continuing.</p> <p>Due to COVID-19 all in-person Library technology programs for seniors were suspended. Tech Connect Express continued to provide online support through 12 sessions via Zoom, facilitated by Library Volunteer Tech Assistants. Woollahra Libraries partnered with the State Library of NSW and Legal Aid NSW in Scam Awareness Week to provide seniors access to online webinar 'Let's Talk Scams' in November. Woollahra Libraries also partnered with the eSafety Commission via the 'Be Connected' program to provide access to an online webinar on the topic of 'Safer Online Shopping for the Festive Season' in December.</p> <p>During Dementia Action Week (20-26 September 2021), Council supported the Woollahra Dementia Alliance (WDA) to host a Become a Dementia Friend online event, resulting in 16 new registered dementia friends. The WDA hosted a Dementia-Friendly Morning Tea event at Gaden on 7 December, 2021, funded through the Community & Cultural Grants Program and supported by Council staff.</p>
1.1.2	Provide programs and activities for families, children and young people.	<p>Transition to School Forum planning for 2022 is underway. Date and guest speaker Roder Soper are confirmed for 10 May 2022. Venue options are being explored, noting that this event will be moved online if necessary. 80 child car seat checking vouchers were issued during the reporting period, however due to COVID-19 only 51/80 were redeemed.</p> <p>Supervising Learner Drivers took place online on 12 August 2021 with 44 attendees. A skill up session for new or expecting Dads 'Dads Stuff' took place online on 13 October 2021 with 24 attendees. CPR and First Aid took place online on 22 November- 2021 with 29 attendees.</p> <p>A total of 981 attendees checked in to view the Live at the Library sessions from screens at home or in classrooms throughout Book Week 2021. The Summer Reading Club began in December, with a total of 180 registrations to join the 'Adventure' themed challenge. Online Studiosity service to members was provided 50 times with a total of 1,218 minutes of support given.</p>

Ref	Priority	Comments
1.1.3	Plan a range of activities and events that celebrate members of our community.	An online Awards ceremony was held in October 2021 to acknowledge 2020 winners of the Woollahra Citizenship Awards. International Day of People with Disability was celebrated via social media and staff were advised of Council works that fosters inclusion.
1.1.4	Provide opportunities to connect people and ideas to encourage lifelong learning.	<p>The Friendship Program continued to play an important role in linking community members with one another during lockdown. A total of 45 pairs have been linked through the program. Registrants have also been linked to events, programs and resources within and outside Council.</p> <p>In July, Woollahra Libraries successfully transferred to the platform of Culture Counts to administrate online post-event surveys in order to get a better understanding of the impact of our events and programs.</p> <p>Woollahra Libraries continued its partnership with NSW Public Libraries Association (NSWPLA) to provide the local community opportunities to engage with popular and award winning authors such as Michael Connelly, Fiona McIntosh and Judy Nunn. The Library participated in 5 online NSWPLA author talks with a total 33 Woollahra Libraries members attending and 1,283 attending in total across the state.</p> <p>The Library also continued its Eastern Suburbs Library Author Talks partnership with Randwick City Library and Waverley Library. Woollahra Libraries hosted author Charlotte Wood in conversation with Michaela Kalowski on 1 October with 120 registrations, 84 attendees and 114 views of the recording, Randwick and Waverley Libraries cross-promoted this event to their audiences. Woollahra Libraries also hosted author Delia Falconer in conversation with Ailsa Piper on 5 November with 29 registrations, 26 attendees and 20 video views with Randwick City Library promoting this online event to their audiences.</p> <p>19 online events were delivered from July-December 2021 spanning a variety of formats and topics including author talks, technology webinars for seniors, panel discussions and participatory workshops. Total live attendance to Woollahra Libraries online events was 480 people. Nine online events were recorded receiving 578 total views.</p> <p>Two online writing workshops were held for the local writing community. The first on 28 July with children's author Alexa Moses on 'How to Write a Picture Book' with 10 attendees and the second with author Felicity Castagna on 18 November on 'Writing a Sense of Place' with 6 attendees.</p>



Action / Deliverables	Stage / Measure	Status	Comments
Manage the Library Volunteer Program to build participation to 100 volunteers to support the operations of Woollahra Libraries.	41/100 active volunteers (COVID-19 related delays)	Delays 	Participation was restricted between July- September 2021 with Woollahra Libraries remaining closed in line with public health order restrictions. Volunteer roles including; IT Assistant, Local History transcription project and Duke of Edinburgh volunteers were able to continue virtually, with three roles involving 14 volunteers. A total of 7 Tech Connect sessions and 7 Duke of Edinburgh sessions were held. Book Club convenors continued to arrange their clubs either online or in spaces that met with public health orders, involving another 6 volunteers. Recruitment for Library volunteers reopened in November 2021; within November and December 2021, 12 interviews, 2 inductions and 11 training sessions were completed. In-person volunteer roles including the General Library service, Home Library delivery support and Welcome Ambassador roles were returned to active duties in October 2021 with an additional 21 volunteers returning. This totalled 41 volunteers participating during the reporting period with the remainder of the roles remained suspended until 2022.
Manage the Cultural Volunteer Program to expand the program to include an additional 30 volunteers to support the operations of new art gallery.	32 active volunteers; exceeding target of 30	On track 	We currently have 32 active volunteers. We run regular walkthrough for the guides and they have become part of the fabric of the gallery

Strategy 1.2: Keep the community engaged and informed.

Ref	Priority	Comments
1.2.1	Provide information about community services, events and activities.	<p>Faced once again with a COVID-19 lockdown and strict regulations, events and activities were limited during this period. The printed What's On Guide was delayed again with the current start date scheduled for March 2022 to coincide with a full event offering. Information was communicated through existing channels including eNewsletters, websites and social media, and posters within Libraries and Venues.</p> <p>The launch of Woollahra Gallery at Redleaf was a substantial piece of work carried out during this period, with an opening date that moved several times. With the COVID-19 situation unpredictable, a digital opening of Woollahra Gallery at Redleaf was planned to accommodate the election period, including video updates on the situation pushed out through social and website platforms. Additional changes to regulations allowed us to physically open the Gallery which was communicated to media, public and artists through a number of channels, including and outside of our own platforms. Media exclusives were secured through Articulate PR including The Australian, Sydney Morning Herald and Belle Magazine. Radio interviews were secured with Eastside Radio and FBI Radio, podcast interviews and a wide range of local media. Paid advertising ran on Eastside Radio, The Beast, Wentworth Courier and Local East. Outdoor banners ran throughout the LGA and signage was created and installed. In conjunction with the Gallery launch, the 20th Anniversary Woollahra Small Sculpture Prize ran with a range of additional printed material including an Acquisitions Guide and promotional material support. Additional WSSP banners were installed throughout the LGA and media support worked alongside Gallery the Gallery launch via Articulate PR. A 3 minute video was curated and produced to support the 20th Anniversary.</p>
1.2.2	Respond to new opportunities for engagement.	<p>Woollahra Gallery at Redleaf website was launched during this period. The site is an essential engagement tool in delivering information to all audiences. A large internal digital screen has been installed in Woollahra Gallery at Redleaf delivering content and promotional material. In addition an external screen to be situated alongside the lift on New South Head Road has been secured (delayed due to COVID-19) and will be installed in March 22, that will provide additional opportunities to promote Council wide initiatives.</p> <p>Gallery Instagram continues to facilitate strong engagement with the community with Followers up by 80% (2707) and Woollahra Libraries a growth in 19%. The first Woollahra Gallery at Redleaf newsletter went out during this period to an audience of 763 and an open rate of 70%. We will focus on growing this database over the next period.</p>

Strategy 1.3: Provide places and spaces for people to connect and interact.

Ref	Priority	Comments
1.3.1	Provide access to multipurpose and flexible meeting places.	Council provides 11 community venues. During this period the Cultural Hub, on the ground floor of the Woollahra Gallery at Redleaf was opened. The Hub provides a space for an Artist in Residence, a Media Room with podcasting facilities and two rooms available for community hire, focusing on arts and cultural activities and programs.

Action / Deliverables	Stage / Measure	Status	Comments
<p>Manage Council's community venues for hire and use by community organisations for social goals to build community participation to pre-pandemic benchmark levels, health advice permitting.</p> <p>Maintain state-of-the-art technology at Woollahra Libraries.</p>	On schedule	<p>Delays</p> 	<p>Hire of our community venues has been severely impacted by pandemic restrictions. All venues were closed to all hire from 25 June 2021. Re-opened to small office hirers on 1st October and to other regular hirers from 25th October 2021 under 2sqm rules other restrictions including proof of vaccinations to hire. Restrictions surrounding vaccinations eased on 15th December and venues reopened for casual party hire.</p>
		<p>On track</p> 	<p>The LIBERO Library Management System was upgraded to the latest version of the software in October 2021. On the public access iMacs Microsoft Office 365 and Adobe Creative Suite were also upgraded.</p> <p>The NSW Public Library Statistics 2020-2021 annual statistical return to the State Library of NSW was completed in August 2021. The State Library collects comprehensive statistics which are used to undertake benchmarking and make comparisons with other library services. Woollahra Libraries performance against the state median will be reported to Council in August 2022.</p> <p>The Library undertook a stocktake of its collection between October and December 2021. This confirmation of all Library holdings will improve the user experience by identifying and rectifying errors between catalogue and resources.</p>


Strategy 1.4: Encourage respect for social and cultural diversity.


Ref	Priority	Comments
1.4.1	Plan and promote inclusive events and activities.	<p>To celebrate NAIDOC Week, Woollahra Libraries installed an Indigenous art work in July 2021 titled Gadigal Connection and designed by Jasmine Sarin. Jasmine is a proud Kamilaroi and Jerrinja woman of NSW and an emerging Aboriginal artist and graphic designer as well as the founder of JS Koori Designs. Her artwork tells the story of her experiences growing up and the aims to bring contemporary methods and materials to one of the oldest cultures on earth.</p> <p>Woollahra Libraries joined the Indigenous Literacy Foundation's celebration of Indigenous Literacy Day, promoting the Foundation's free virtual celebration for all Australians in September 2021.</p> <p>The third Ideas Exchange event of the year, also held in September 2021, supported the Council-endorsed 'Racism Not Welcome' campaign and covered the topic of 'racism' and bridging difference in a pandemic world. The event was held online via a live Zoom webinar. Participating panellists included Race Discrimination Commissioner Chin Tan, author and signatory on the Uluru Statement of the Heart Thomas Mayor and Indigenous & Diversity HR Case Advocate at ABC Kelly Williams. The session was co-produced and moderated by Michaela Kalowski. There were 33 live attendees and the recording has received 104 views.</p> <p>Woollahra Libraries partnered with Council's Strategic Planning team in presenting the third and final talk in the Woollahra Aboriginal Heritage series in October 2021.</p> <p>No Bush Tucker walks were held July – December 2021 due to COVID-19 restrictions.</p>
1.4.2	Recognise and promote reconciliation.	<p>A report on the development of a Reconciliation Action Plan was submitted to FCS on 11 October, 2021. The report recommended that Council develop an initial Reconciliation Action Plan, known as a 'Reflect' RAP, through Reconciliation Australia. This recommendation was supported at the Council meeting held 25 October 2021, with an request to expedite our transition from a 'Reflect' RAP to an 'Innovate' RAP. Since that resolution Council has continued consultation with the La Perouse Local Aboriginal Land Council and their cultural programs and the Gujaga Foundation as well as establishing an internal Reconciliation Working Group (RWG). It is anticipated that the 'Reflect' RAP will be adopted by Council by July 2022. In October, Woollahra Libraries continued its collaboration with Council's Strategic Planning team in delivering the final online Woollahra Aboriginal Heritage Talk titled 'Keeping Woollahra's Past Present' in support of Council's Woollahra Aboriginal Heritage Study: Protecting the past in the present and Deep and enduring Aboriginal connections to Woollahra.</p> <p>The talk was presented by Ray Ingrey from the Gujaga Foundation at La Perouse, along with Dr Paul Irish. 157 people registered, 104 attended live and the recording received 53 views whilst it was live on the Library's website for two weeks.</p>

Goal 2: A supported community

Strategy 2.1: Foster and build community partnerships and networks.

Ref	Priority	Comments
2.1.1	Promote, fund and facilitate community partnerships and networks.	<p>Council continues to provide secretariat duties for the Woollahra Dementia Alliance, Community Safety Committee and Eastern Sydney Suicide Prevention Network.</p> <p>The Community Safety Committee met to discuss recent crime trends. This Committee is currently being reviewed.</p> <p>The Eastern Suburbs Youth Services Network met 3 times during the reporting period on the issues of mental health and alcohol and drugs in young people and co-morbidity and the challenges for diagnosis and accessing supports.</p> <p>Council hosted the Woollahra Youth Services Forum on 28th September. Guest speaker Henry Teofo from Beaches Outreach Project. 5 members attended.</p>



Action / Deliverables	Stage / Measure	Status	Comments
Provide cultural grants to community organisations, groups or individuals to support cultural programs and activities.	2 projects delayed; Some funding used toward Revitalisation grants (see pg 27)	Delays 	<p>In Round 1, 2021/22 funding was recommended for three cultural projects, two of which have not been currently completed due to COVID-19 restrictions. These include-</p> <ol style="list-style-type: none"> Gerrit Gmel on behalf of Winter Warmers- This project involves two small, free to attend, music events for the local community held in Robertson Park, Watsons Bay during the winter months University of New South Wales- This is a co-design project that builds on the 'Go Slo for a mo' nature wellness project at Cooper Park. The project will include The Connective (the designers of the Cooper Park trail), Holdsworth Community and the local community, working collaboratively to design an immersive (virtual/augmented reality) experience to support older adults' wellbeing. The outcome aims to provide wellness experiences for those not able to access the park. <p>Marnie Ross on behalf of Little Things Art Prize was able to complete the project which was held between 28 August to 8 September. Artists were invited to submit creative expressions of the 'Little Things' that make them happy or feel grateful. The Little Things Art Prize exhibition was held at St. Cloche Gallery, Paddington.</p> <p>On 26 July 2021, amongst a range of other COVID-19 support initiatives, Council resolved to implement a Revitalisation Grants program. The Revitalisation</p>

Action / Deliverables	Stage / Measure	Status	Comments
Provision of grants to community organisations or groups to support community programs and activities.	17 projects awarded \$61,262.44	On track 	<p>Grants Program was open from 11 October 2021 through to 8 November 2021, and was designed to help businesses, community groups and individuals rejuvenate our area after a tough few months in lockdown. Grants of up to \$5,000 were available for projects that are to be undertaken by 31 March 2022. Successful cultural grant recipients include;</p> <ul style="list-style-type: none"> • The Woolltones Community Choir seeking members, • Ruth Shteinman providing social and wellbeing opportunities through the skill of shared weaving, • Glenmore Road Public School P&C producing digital 'how to' guide for lockdown art projects, • Art Lab Art School producing and Art in the Park opportunity and • Getalong Design producing a community landscape art piece <p>The second round of Community & Cultural Grants didn't open in 2021. Instead, remaining Community & Cultural funds were pooled with Placemaking funds to launch Revitalisation Grants, a one off grants round established to address the impacts of COVID on the local community. Council resolved to fund a 17 projects a total of \$61,262.44. All projects will be completed between January and March 2022. Three of the seniors projects funded will be profiled in our Seniors Festival Brochure.</p>

Strategy 2.2: Provide support for vulnerable people.


Ref	Priority	Comments
2.2.1	Collaborate with a range of services to provide support for vulnerable people.	<p>The roll out of the Central and Eastern Sydney Public Health Network (CESPHN) program aimed at providing training and education to local GP's on domestic violence awareness was delayed due to COVID-19. This has just commenced in January 2022; progress updates will be received at the Eastern Suburbs Domestic Violence Network (ESDVN) meeting in February 2022.</p> <p>Council partnered with one of the local groups from the ESDVN, Soroptimist International to print and promote a service contact card as part of the 12 Days of Activism in November 2021. Staff liaised with Kiaora Lane Building Management, all 3 Woollahra Libraries and Customer Service at Council Chambers to have the cards displayed in public toilets to raise awareness of local services and promote help seeking behaviour.</p>

Ref	Priority	Comments
		<p>Coordination is underway for the annual Street Count of homeless people. The event will take place the evening of 21st February 2022 and will cover Randwick, Waverley, Woollahra and Bayside Council areas.</p> <p>3 homeless reports were identified July- December 2021 and referred to Mission Australia.</p> <p>Eastern Sydney Suicide Prevention Network (ESSPN) partnered with Blackdog Institute and Council to host an online webinar for Mental Health Month on 21st November 'Let's Talk about Mental Health' with 28 attendees. The Chair of the network spoke at the event and gave an overview of the local services and support networks for the community. The ESSPN formed a partnership with Randwick Council who have agreed to help coordinate the annual walk as well as partner with the network on various information sessions in 2022.</p> <p>Council hosted an online 'Building Resilience' workshop on 15th September 2021 with 24 attendees.</p>

Action / Deliverables	Stage / Measure	Status	Comments
<p>Installation of bilingual 'Racism Not Welcome' street signs in key locations around the municipality. (Notice of Motion 26/04/2021)</p>	12 signs installed	<p>Fully complete</p> 	<p>12x #RacismNotWelcome signs installed in the LGA, one in each suburb and two in additional key locations. In support of the campaign, all local schools were contacted and offered resources for engaging with their students on the topic, including Library reading list. Woollahra Libraries hosted Racism: Bridging Difference in a Pandemic World, an online event which attracted 33 live attendees. We offered online Anti-Racism training to the community which will be delivered between January and March 2022.</p>
<p>Maintain Council's commitment to domestic violence support by Continuing funding and support for domestic violence housing program for families, with up to 10 units of safe and affordable accommodation provided. (Notice of Motion 23/04/2018)</p>	10 units of accommodation provided	<p>On track</p> 	<p>Council funds the Womens' Housing Company (WHC) a community housing provider, to provide 10 units (8 x2 bed + 2 x3 bed units) to support local women and their children escaping family and domestic violence. This is a unique Program, established by the Council and the WHC to respond to local needs. This option does not overlap with the NSW social housing system but seeks to address the shortage of affordable housing in the area available to women and their children, who may not be eligible for longer term social housing. The establishment of the Program has meant that local residents have a secure, medium-term housing option that allows them to leave unsafe situations whilst being able to maintain access to local services and vital support networks. The three year agreement, will end 30 June 2022. A report will be presented on 7 March 2022 to FCS and then Council on the program.</p>

Strategy 2.3: Plan for the needs and aspirations of families.


Ref	Priority	Comments
2.3.1	Encourage and promote services and support for families with young children.	Woollahra Preschool provides a high quality preschool program for 160 children, aged 3-5 years per day during NSW Public school terms. The Preschool has been rated as 'Exceeding the National Quality Standard' across all 7 areas of the national Quality Framework.

Action / Deliverables	Stage / Measure	Status	Comments
Provide high quality preschool education to 80 children per day via the Woollahra Preschool.	On schedule	On track 	<p>Highlights for the reporting period include:</p> <ul style="list-style-type: none"> • Woollahra Preschool staff continued to offer a high quality program during the latter half of 2021 despite COVID-19 restrictions in accordance with Education Department guidelines. • Remote learning opportunities were offered to families. This was done while the face-to-face service continued for all families who required it. • The Preschool continued to implement individual intervention programs which were reviewed each term for existing children with additional needs. • Program sessions of note included hosting music sessions with Rosemary Bloom and due to the involvement of Preschool families, lessons were given in how to count, say greetings and sing simple songs in Spanish, Italian, Korean and Chinese. • The Parent advisory committee coordinated the Preschool's giving tree in collaboration with Streethearts to provide 350 Christmas gifts for disadvantaged children, in collaboration with Double Bay Public School. <p>In the context of continuous improvement, Woollahra Municipal Council asked Community Early Learning Australia (CELA) to undertake a Review focussing on:</p> <ol style="list-style-type: none"> 1. Woollahra Preschool's enrolment, governance and complaints management policies and procedures, 2. Survey parents and carers of children at the preschool with a focus on the 7 National Quality Standards, and 3. Survey the educators and staff at the preschool, with a focus on the 7 National Quality Standards. <p>In summary, the Review found that Woollahra Preschool is a strong service.</p>

Action / Deliverables	Stage / Measure	Status	Comments
			<ul style="list-style-type: none"> • Among parents, most questions were answered either Agree or Strongly Agree and when compared to other preschools and kindergartens across Australia, Woollahra Preschool has above average parent satisfaction. • Among educators, many expressed a deep pride and satisfaction in the work that they do – also sitting above average when compared to other services. • Net Promoter Score shows high level of advocacy among parents Woollahra Preschool Net Promoter Score is net positive 81 per cent. This is 12 per cent above national benchmarks for other kindergartens and preschools. <p>Recommendations for improvement will be implemented in the next reporting period.</p>

Strategy 2.4: Encourage independent living.


Ref	Priority	Comments
2.4.1	Provide and deliver services for socially isolated people with disability.	<p>Home Library Service deliveries, events and volunteer participation were paused between July-September 2021 in accordance with Department of Health guidelines. Deliveries and volunteers were able to resume from October 2021. Whilst the Home Library Service was suspended between July-September 2021, a 'Home Reading' service was offered with staff reading to interested Home Library Service members.</p> <p>The Home Library had 9 new members join the service; 6 paused members re-join the service and 10 members ceased their service.</p> <p>The total number of Home Library members currently registered with the service is 95, with 50 participants living in their own home and 45 living in an Aged Care Facility within Woollahra. The service loaned 2,403 physical items, 192 eAudio, 34 electronic devices, and made 18 courier delivery runs during this reporting period.</p>

Action / Deliverables	Stage / Measure	Status	Comments
Administer Council's Disability Inclusion Action Plan (DIAP) by implementing and updating Council's Disability Inclusion Action Plan 2017 in partnership with Council's Inclusion (Aged, Disability & Carers) Advisory Committee.	On schedule	On track 	<p>A DIAP annual progress report was submitted to NSW Office of Local Government and the Department of Communities & Justice.</p> <p>A 4 year cumulative summary is being compiled and an updated DIAP is being developed through an internal working party. The Inclusion (Disability, Aged and Carers) Advisory Committee is being consulted, along with other local key stakeholders.</p>

Goal 3: A creative and vibrant community


Strategy 3.1: Provide innovative library services.



Ref	Priority	Comments
3.1.1	Respond to new opportunities in the delivery of high quality and innovative libraries.	<p>A new training database LinkedIn Learning has been purchased. Customers are able to learn online at their own pace with over 16,000 expert-led courses on creative, business, and technology topics available for free through Woollahra Libraries.</p> <p>The use of both quantitative data regarding attendance at Library programs and events together with qualitative data through the use of Culture Counts in customer surveys are now used in assessing the effectiveness of Library's events and programs.</p> <p>There were 14,006 searches performed across the Library online databases during the reporting period, representing a 23% increase in usage from the same period in the 2020.</p>

Action /	Stage /	Status	Comments
Maintain Woollahra Libraries as an exemplary service through the implementation of Woollahra Libraries Strategic Plan 2021-2026	5 initiatives implemented	On track 	<p>Woollahra Libraries has implemented the following initiatives from the Library Strategic Plan:</p> <ul style="list-style-type: none"> • 'Pilot live chat on the Library website to increase ways the community can interact with the Library'. Live chat was launched as a pilot on the on the Library catalogue web page on 7 September, 2021. • To 'Provide digital resources for upskilling and employment skills.'. A subscription to the LinkedIn Learning training resource was launched on the library website in September 2021. • 'Review to consider timing of programs' was completed in December, an outcome was to change the days and time of the children's programs at Woollahra Library at Double Bay to address lower attendance at certain times. • To 'Introduce new ways to measure effectiveness and experience of programs and events'. The Culture Counts survey tool was introduced in December 2021, to measure the impact of Library programs on attendees. This compliments the recording of attendance figures. • To 'Continue to expand the eCollection and easy access to Library online content to meet growing demand'. Budget has been transferred from the library hard copy collection to the eCollections. This process in the past 6 months has been driven heavily by Library closures during lockdown and hesitancy among the community to come in person to the library.

Strategy 3.2: Preserve and promote local history, including Indigenous history.


Ref	Priority	Comments
3.2.1	Collect local history information and ensure accessibility to the public.	New content and continuous enhancement of the metadata attached to records has been worked on to enable the community to independently locate our Local History resources.



Action / Deliverables	Stage / Measure	Status	Comments
Administer the Woollahra Council Plaques Scheme with the installation of up to 6 new plaques.	2 plaques unveiled; 5,202 views of the Plaques webpages; 210 views of Plaques video media	On track 	<p>The Woollahra Council Plaque Scheme continues to deliver up to 6 plaques per year unveiled over a 12 month period.</p> <p>The Woollahra Plaques Advisory Committee met 27 July with 9 nominations for a plaque in 2022 being selected for further research by Local History staff. The Advisory Committee then met on 29 September to review the research, with 6 plaque nominations selected for consideration for a plaque by Council. The successful nominations for a 2022 plaque are:</p> <ul style="list-style-type: none"> • Eleanor (Nellie) Stewart – Actor and singer- to be unveiled Friday 8 April 2022 • William Warrell – Aboriginal elder- to be unveiled in Reconciliation week 27 May to 3 June 2022 • Sir Alexander MacCormick – Eminent surgeon and benefactor- to be unveiled Friday 29 July 2022 • Sir Mungo MacCallum, KCMG – Chancellor and Vice-Chancellor of Sydney University and noted academic- to be unveiled tentatively in August 2022. • Frederic Lassetter – Merchant and publisher- to be unveiled in September 2022 with date to be confirmed. • James Charles (Jim) Bancks – cartoonist and creator of the comic strip Ginger Meggs- to be unveiled tentatively in November 2022 with date to be confirmed. <p>Two successful plaque unveilings were held during this period for Captain William Dumaresq and Dame Joan Sutherland OM, AC, DBE. Richard Bonyng, the husband of Dame Joan Sutherland, as well as the Artistic Director Opera Australia, Lyndon Terracini, provided attendees with personal insights into the life of Dame Joan Sutherland.</p>


Action / Deliverables	Stage / Measure	Status	Comments
<p>Add donated photographs and historic Council records to the Local History Digital Archive, including the Paddington Municipal Council, Vaucluse Municipal Council and Woollahra Municipal Council Rate Assessment and Valuations; NSW Valuer General Valuation Lists; and Woollahra Municipal Council Correspondence files to the Digital Archive.</p>	<p>1,567 Digital Archive page views; 1,078 Digital Archive searches; 20,690 Local History webpage views; 15 new narratives (curated collections featured within the database) added to the Digital Archive; Rate Assessment and Valuations completed</p>	<p>On track</p> 	<p>In the reporting period 1,688 records in the Local History Digital Archive were enhanced to improve 'discoverability' of scanned materials, including the Woollahra Handwritten Minutes Index (1860-1881) which is now completed, and the Historic Woollahra Subdivision Applications and its metadata. 929 new entries (Newspaper Index Batch 2) and 1,021 new items were made available in the Digital Archive in September 2021, including Rate, Valuation, and Assessment records, and the Woollahra War Census files.</p>
<p>Deliver the Local History program including bi-annual walks and up to 3 presentations and respond to public and Council enquiries.</p>	<p>1 virtual walk completed; 2 digital presentations completed; 124 enquiries answered</p>	<p>On track</p> 	<p>COVID-19 restrictions suspended the in-person service for Local History research enquiries, however 124 remote enquiries were received and actioned in the reporting period.</p> <p>An online presentation featuring guest speaker Ruth Graham, CEO of the Society of Australian genealogists, was hosted by Woollahra Libraries on 19 August as a registered event within National Family History Month 2021. Eighteen participants joined in the live event and the recorded version.</p> <p>Under normal programming, a walk would have been part of the Library's participation in HistoryWeek 2021 (scheduled for 4- 12 September). Instead a filmed 'virtual walk' of Cooper Park, recorded earlier in 2021, was added to a new series of Local History web pages, created for HistoryWeek, and received 58 views in the second half of the calendar year.</p> <p>A new webpage was launched in September to explore Woollahra's historic landscapes to coincide with HistoryWeek 2021. The theme for HistoryWeek was From the Ground Up. The community has been invited to share their memories, stories and images of places in Woollahra which have special meaning to them, to enrich understanding of the local area.</p>

Strategy 3.3: Lead, celebrate and recognise the creativity and vibrancy of our community.

Ref	Priority	Comments
3.3.1	Lead, produce and promote community cultural programs and celebrations.	<p>The Woollahra Artist in Residence Program will provide non-residential, furnished studios for 12 weeks at a time for artists to work in the Cultural Hub of Woollahra Gallery at Redleaf. One artist will be in residence at any given time. In return for rent-free use of the studio space, the resident artists will devise and deliver community projects that will require the active participation of Woollahra residents. Resident artists are also expected to grant studio access to visitors. During the residency, the artist is also encouraged to pursue their own work and will be provided with an allowance of \$1,000 plus GST. Twenty two submissions were received which represents more than double the average number of previous applications per round. 68% of submissions received were from local area artists, with the remaining 32% being from inner areas of Sydney. Five artists were recommended to undertake a residency as part of this round. These artists include:</p> <ul style="list-style-type: none"> • Landscape painter Susan Baird, • Large-scale muralist Sharon Billinge, • Multi-disciplinary artist and researcher Penelope Cain, • Choreographic researcher Wendy Yu, and • Installation artist Rox De Luca. <p>Penelope Cain was the first artist to commence a residency in November 2021 and this will conclude in February 2022.</p>



Action / Deliverables	Stage / Measure	Status	Comments
Deliver the national Woollahra Digital Literary Award annually.	Completed; 180 submissions (36% increase on 2020)	Fully complete 	<p>The Woollahra Digital Literary Award is a national literary award supporting innovation in Australian literature and publishing, encouraging writers producing work in a digital medium. The award seeks submissions of a literary nature that are digitally born - published online or in electronic form. Entries for the 2021 award closed in August with 180 submissions received across the 4 categories: Poetry, Fiction, Non-Fiction and the new category introduced in 2021 - Digital Innovation. This was an increase from last year when a total of 132 submissions were received. The shortlist and winners were announced in November. The winners for each category in 2021 were:</p> <ul style="list-style-type: none"> • Fiction: Katerina Cosgrove, <i>Zorba the Buddha</i> • Non-Fiction: Yen Pham, <i>In the Penal Colony</i> • Poetry: Dan Hogan, <i>We're Processing Your Direct Debit</i> • Digital Innovation: David Henley, <i>The Collapse</i> • Readers' Choice Award: Heidi Sfiligoi, <i>I Am Water</i>

Action / Deliverables	Stage / Measure	Status	Comments
Deliver the national Woollahra Small Sculpture Prize.	Completed; 2,000 visitors	Fully complete 	<p>Following the announcement of finalists in 2020, the 20th exhibition of the Woollahra Small Sculpture Prize was not able to be staged until 2021. The launch of the Woollahra Small Sculpture Prize was the inaugural exhibition of Woollahra Gallery at Redleaf and was launch on 3 November 2021. Fifty one (51) finalist works, by artists from Australia, New Zealand and the United Kingdom, were selected from a record 844 entries by a judging panel comprised of Director Curatorial and Digital, Museum of Contemporary Art Australia Dr Lara Strongman, Art Historian/Curator and Industrial Archaeologist Joan Ruthvenna Capon OAM and celebrated artist and fashion designer Jenny Kee AO. Independent Arts Writer, Chloe Wolfson, produced expanded content for the Woollahra Small Sculpture Prize Acquisitions Guide and an exhibition of all acquisitional work will accompany the 20th Anniversary exhibition.</p> <p>Rhonda Sharpe and her work DesertWoman with Mustache, Cooloman and Pretty Clothes was announced as the winner of the main acquisitive award of \$25,000. Sydney-artist Mechelle Bounpraseuth was awarded the Special Commendation, the 2021 Mayor's Award was awarded to Kate Coyne and second time finalist Michael Harrell was awarded a Highly Commended. Christine Appleby was awarded the Viewers' Choice Prize at the conclusion of the exhibition which ran to Sunday 5 December. A record number of finalists works were sold – 17 compared to the previous average of 8 and the exhibition receive approximately 2,000 visitors.</p>
Develop and implement the Woollahra Gallery at Redleaf program.	On schedule	On track 	<p>The Gallery is now open and successfully showing our initial exhibition program. The Gallery opening attracted significant media attention. Following the WSSP 20th Exhibition, the first Exhibition program began with four exhibitions for the period 8 December 2021 – 3 January 2022:</p> <ul style="list-style-type: none"> • Belynda Henry (Gallery 1) • Emily Portmann (Gallery 2) • Nicholas Samartis (Gallery 3) • Fraser Pollock (Gallery 4) <p>We currently have an average of 40 visitors per day, enjoy 2,713 followers on Instagram and hold artist talks for each exhibition, with an average attendance of 25 -30 people. There has also been strong initial sales of artists' works.</p>

Action / Deliverables	Stage / Measure	Status	Comments
Deliver the Youth Photographic & Short Film Prize.	Completed; 168 total entries	Fully complete 	The 2021 YPA was moved to an online exhibition in second half of November 2021, due to delays with opening the Woollahra Gallery at Redleaf. Despite the lockdown and changes, 150 photographic entries were received and 18 short films. The awards announcement was held online with an exhibition of winners only at the Woollahra Gallery at Redleaf. The People's Choice Award received a record 742 votes through the Gallery website. The feedback from schools and students has been unanimously positive and appreciative that we proceeded with the exhibition despite lockdown and delays of gallery opening. The winning photographic images were also displayed simultaneously on the digital art screen Double Vision in Double Bay.

Strategy 3.4: Initiate, support and promote accessible arts, artists and cultural development.

Ref	Priority	Comments
3.4.1	Produce and support innovative and creative initiatives reflective of the community's arts/cultural aspirations.	Antje Sonntag's exhibition was installed in October 2021 and is still on display at Paddington Library. The Cultural Team were involved in extensive planning for the Woollahra Gallery at Redleaf and Cultural Hub ahead of its scheduled opening. The DIY Arts and Cultural Walks, developed by the Cultural Team, were promoted by Council.

Action / Deliverables	Stage / Measure	Status	Comments
Coordinate and implement the installation of the following public art and public art opportunities across the LGA: (i) Digital art work in Kiaora Place in partnership with UNSW EPICentre until mid-2022;	Awaiting commencement date	On track 	The Double Vision digital art project, which is a partnership with UNSW EPICentre was installed mid-November 2021 under the escalator in Kiaora Place, Double Bay. The first content cycle will be running until early February 2022. The planned online Hackathon for end September 2021 was postponed due to low participation interest. UNSW has proposed to hold an in person Hackathon in early 2022 instead. It is the aim that content from the Hackathon will be part of the displayed content for Double Vision.
(ii) artwork commissioned for Blackburn Gardens by end 2021.	Preliminary investigation / Scope of works	On track 	The Blackburn Gardens artwork commission, adjacent to the new Woollahra Gallery at Redleaf, has been progressing during the second half of 2021 with the aim to have an artist commissioned in early 2022.

Ref	Priority	Comments
3.4.2	Work in partnership with artists and arts/cultural organisations.	<p>Interest in Council's Cultural Programs from artists and the arts community remained strong. The Woollahra Gallery Instagram account grew from 1,525 to 2,707 followers. Followers on social media channels for the Woollahra Small Sculpture Prize also increased:</p> <ul style="list-style-type: none"> • Instagram (3,065 to 3,317 followers) and • Woollahra Small Sculpture Prize Facebook (3,050 followers). <p>The Woollahra Small Sculpture Prize database remains strong at nearly 8,000 subscribers.</p> <p>The Cultural Team works closely in an advisory manner with a number of profiled arts sector leaders on representative committees. Meetings with these committees including the Public Art Panel, Cultural Committee and Woollahra Small Sculpture Prize Committee continued in an online capacity or in person where able to.</p> <p>A number of significant partnerships have been generated during 2021 for the installation of public artworks. This has included:</p> <ul style="list-style-type: none"> • A loan agreement partnership with artist Joel Adler for the installation of his sculptural work Viewfinder at Lighthouse Reserve . • A partnership with the University of New South Wales, specifically the UNSW Epicentre staff, in relation to the installation of a digital art screen Double Vision in Double Bay. This partnership includes the provision of digital art content. • Curatorial partnership for an artwork commission in relation to Woollahra Gallery at Redleaf. • Further partnerships were established with local artists to support their work during COVID-19 including the Revitalisation Grants.



Christison Park basketball courts



A note about Goal 4: Well-planned neighbourhoods

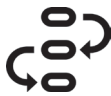
Actions around Planning matters often have multiple stages, and progression through these stages is subject to reviews and approvals along the way.

For example, changes to Woollahra’s Planning controls or the listing of heritage items may commence with a report to Council on desirability and feasibility, and then be recommended to progress to a Planning Proposal.

A Planning Proposal is subject to a Gateway Process. In July 2009, the ‘gateway’ plan-making process was introduced and has the following steps:

- The Relevant Planning Authority (RPA) (most often council) is responsible for the preparation of a planning proposal, which explains the effect of and justification for the plan.
- If initiated by the Minister, the Secretary of the Department of Planning, Industry and Environment (DPIE), or a joint regional planning panel (JRPP) or the Greater Sydney Commission (GSC) can be the RPA.

Where a Planning action is likely to have further steps pending approvals, we have included this symbol:



This appears in tandem with the traffic lights in the legend (below) when applicable.

We have also separated the Deliverables from the Action, in the hope that this makes it clearer to the reader what work is being undertaken by Council and to what purpose.

For more information about Planning matters, please head to our website: https://www.woollahra.nsw.gov.au/building_and_development

Legend



We have used a traffic light system to indicate the progress of our Operational Plan actions:




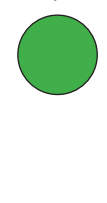





Goal 4: Well-planned neighbourhoods





Strategy 4.1: Encourage and ensure high quality planning and urban design outcomes.


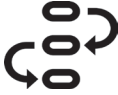
Ref	Priority	Comments
4.1.1	Ensure that Council's strategic planning framework, Local Environmental Plans and Development Control Plans are regularly reviewed, are consistent with the Eastern City District Plan and provide a planning and compliance framework which will result in appropriate high quality development.	In regard to this priority our focus during this half of the year was on: <ol style="list-style-type: none"> 1. Exhibiting the Planning and Urban Design Strategies for Double Bay (Cross Street precinct) and Edgecliff. 2. Finalising the Woollahra Local Housing Strategy, Affordable Housing Policy and a exhibiting a Discussion Paper on Local Character Statements. 3. Progress the planning provision amendments relating to excavation and dewatering. 4. Progressing the planning proposal for a minimum lot size for attached dual occupancies. 5. Finalising four sets of DCP amendments 6. Implementing the Woollahra Section 7.12 Development Contributions Plan 2021.



Action	Deliverable	Stage	Status	Comments
Review and exhibit planning controls for the Edgecliff Commercial Centre. (UPC delegated 16/11/2015)	Public exhibition of planning controls.	Completed; Next step is post exhibition report	Fully complete 	Based on the results on the consultants' studies (SJB, JLL, GTA and SCT) and the Draft ECC Public Domain Plan, Council staff prepared the Draft ECC Planning and Urban Design Strategy. On 29 March 2021, a report on the draft strategy and supporting documents was presented to a meeting of the Strategic and Corporate Committee requesting public exhibition. On 26 April 2021, Council resolved to publicly exhibit the draft strategy and supporting documents. Exhibition commenced on 31 May 2021 and the exhibition period was extended until 30 September 2021.
Subject to endorsement, prepare implementation strategy to amend planning controls for the Edgecliff Commercial Centre. (UPC delegated 16/11/2015)	Prepare implementation strategy	Post-exhibition review; Next step will be subject to the decision of Council	Delays 	Based on the results on the consultants' studies (SJB, JLL, GTA and SCT) and the Draft ECC Public Domain Plan, Council staff prepared the Draft ECC Planning and Urban Design Strategy. On 29 March 2021, a report on the draft strategy and supporting documents was presented to a meeting of the Strategic and Corporate Committee requesting public exhibition. On 26 April 2021, Council resolved to publicly exhibit the draft strategy and supporting documents. Exhibition commenced on 31 May 2021 and the exhibition period was extended until 30 September 2021. Council staff are in the process of reviewing submissions and commissioning additional consultant reports. A report on this matter is due in the first half of 2022.



Action	Deliverable	Stage	Status	Comments
Complete rezoning of that part of Riddell Street, Bellevue Hill (currently zoned R3 Medium Density Residential) back to R2 Low Density Residential zone to prepare for new housing strategy. (Council Resolution 12/8/2019)	Report to Committee	Stage 1 /2 Completed; Next step is to progress the planning proposal	On track 	Consultants Studio GL were engaged to undertake an independent planning and urban design review of Riddell Street, Bellevue Hill. The consultant report was presented to Council in July 2021, where Council resolved to prepare a planning proposal and carry out a further review of 1-11 Riddell Street. The further report will be reported to a Council meeting in the first half of 2022.
Draft new housing strategy consistent with the guidelines to be issued by the Greater Sydney Commission. (Eastern City District Plan 2018)	Drafting of strategy	Completed; Next step is post exhibition report	Fully complete 	The draft local housing strategy was reported to Council in June 2021 where Council resolved to place this on public exhibition.
Exhibition of the Draft Woollahra Housing Strategy. (Eastern City District Plan 2018)	Exhibition of strategy	Completed; Next step is implementation of the endorsed Woollahra Local Housing Strategy 2021	Fully complete 	The Draft Woollahra Housing Strategy was on public exhibition from 31 August 2021 to 1 October 2021. On 18 October 2021 a report on submissions raised during the public exhibition was reported to the EPC. On 25 October 2021 Council resolved to approve the Draft Strategy, subject to minor amendments. In November 2021 the Woollahra Local Housing Strategy 2021 was published on Council's website and submitted to the DPIE for endorsement.
Prepare a report on a draft Affordable housing policy together with a draft planning proposal. (Notice of Motion 26/02/2018)	Report and drafting of Policy	Completed	Fully complete 	The Draft Woollahra Affordable Housing Policy 2021 was reported to EPC on 15 June 2021 with the draft local housing strategy. The report advised that planning proposals to implement an affordable housing scheme be undertaken for uplift precincts separately in accordance with the relevant legislation and NSW Government planning policies. On 5 July 2021 Council resolved to publicly exhibit the draft policy with the draft local housing




Action	Deliverable	Stage	Status	Comments
<p>Prepare a submission to the proposed reforms to development contributions. (Prompted by proposed DPIE reforms exhibited in October 2021)</p>	Submission	Awaiting Council decision	On track 	<p>strategy. The Draft Policy was on public exhibition from 31 August 2021 to 1 October 2021. On 18 October 2021 a report on submissions raised during the public exhibition was reported to the EPC. On 25 October 2021 Council resolved to approve the Draft Policy, subject to minor amendments. The Woollahra Affordable Housing Policy 2021 is now in effect and actions will be implemented as resources permit.</p> <p>In April 2020, the NSW Government requested the Productivity Commissioner to review the infrastructure contributions system and suggest appropriate reforms. The NSW Government, through DPIE, has released a detailed exhibition package on proposed reforms to development contributions. Council staff believe that the reforms, as currently proposed, will not have the intended effect of bolstering contributions revenue. A draft submission has been prepared to submit to the DPIE and this will be reported to a meeting of S&C in the first half of 2022.</p>
<p>Write to the Minister & DPIE (with supporting planning evidence) seeking an exemption from the provision of SEPP Housing for Seniors or People with a Disability 2004, and provide a update report. (Council Resolution 25/02/2019)</p>	Submission	Completed	Fully complete 	<p>A report on this matter was considered by EPC on 12 July 2021 and endorsed by Council on 26 July 2021. On 30 August 2021, a submission was made to the Minister for Planning and Public Spaces (with supporting planning evidence) and an action was included in the Woollahra Local Housing Strategy. On 25 September 2021, Council received a response from the Minister indicating that this issue would be considered as part of the consultation of the draft Housing SEPP. Subsequent to this correspondence, the Housing SEPP commenced on 26 November 2021 and a key change is that “residential care facilities” are no longer permitted in the R2 Low Density Zone (with minor exemptions).</p>
<p>Implement amendments to planning controls as a consequence of excavation, subterranean building and</p>	Exhibit proposed amendments to planning controls.	Exhibition	On track 	<p>On 12 April 2021, the EPC considered a report on the Double Bay hydrogeological and geotechnical impacts prepared by GHD. On 26 April 2021, Council resolved to prepare a planning proposal and draft DCP provisions to enact the report’s recommendations. This planning proposal was reported to the LPP on 20 May 2021. A further</p>





Action	Deliverable	Stage	Status	Comments
dewatering in Double Bay. (Council Resolution 25/02/2019).				Council resolution dated 25 October 2021 approved the draft amendments to the DCP and supporting the forwarding of the planning proposal to the DPIE requesting a gateway determination. This determination was granted on 21 December 2022. Following minor amendments requested by the DPIE, the planning proposal and draft DCP will be put on exhibited in the first half of 2022.
Prepare a further report to limit excavation and dewatering in the most impacted zones in the Double Bay Floodplain. (Council Resolution 25/10/2021)	Report to Council	Preliminary investigation / Scope of works; Next step to subject to Council resolution	On track  	Consultants GHD were appointed, and a report on their findings relating to earthworks and dewatering was considered by Council in April, May and October 2021. On 25 October 2021, Council resolved that staff should prepare an additional report to limit excavation and dewatering in the most impact zones in the Double Bay Floodplain. It is anticipated that a report addressing these issues will be reported to Council in the first half of 2022.
Identify special local character areas and prepare local character statements. (Notice of Motion 4/11/2019 and Council Resolution 11/11/2019)	Local character statements are reported to Committee	Preliminary investigation / Scope of works; Next step is to prepare a planning proposal	Delays  	Background research and review has commenced. The Council decision on 11 November 2019 required completion of the local character statements by the end of April 2020. The Local Character Overlay Discussion Paper published by DPIE recommends that a local character overlay should follow a strategic planning process which includes a local strategic planning statement and a local housing strategy. A discussion paper on local character was reported to Council in June 2021 with the Draft local housing strategy. The Local Character Discussion Paper was on public exhibition with the draft Local Housing Strategy and draft Affordable Housing Policy from 31 August 2021 to 1 October 2021. On 18 October 2021 a report on submissions raised during the public exhibition was reported to the EPC. On 25 October 2021 Council noted the discussion paper and resolved that staff commence preparation of as Local Character Statement. Subject to staff resources, consultation with Councillors will take place in mid to late 2022.




Action	Deliverable	Stage	Status	Comments
<p>Community consultation on planning proposal and draft DCP – introduction of FSRs and urban greening provisions for low density residential development in the R2 Low Density Residential and R3 Medium Density Residential zones. (Council Resolution 29/04/2019)</p>	Exhibition of draft	In draft; Next step is public exhibition	<p>On track</p>  	<p>The following steps have occurred since July 2020:</p> <ol style="list-style-type: none"> 6 Jul 2020- Report to EPC to present Woollahra: Greening our LGA and recommendations to amend the LEP and DCP provisions to sustain and enhance tree canopy cover, including amending the deep soil control to 35% of site area and introducing a new tree canopy control of 40% of site area for low density resi. development. 27 Jul 2020- Council resolved to organise a briefing to further investigate the proposed tree canopy controls. 19 Aug 2020- Councillor Briefing to present revised analysis on tree canopy calculation methods and tree canopy control. 7 Sept 2020- Report to EPC to provide a revised methodology for calculating tree canopy area, a reduced tree canopy control of 35% of site area and further variations to the tree canopy control. 29 Sep 2020- Council resolved to refer proposed controls, including FSR of 0.5:1, deep soil control of 35% of site area and a new tree canopy control of 35% of site area for low density resi. development to the WLPP for advice. 15 Oct 2020 –WLPP supported, in principle, the amended planning proposal including an FSR of 0.5:1, and proposed amendments to the DCP. 2 Nov 2020 – Report to EPC with advice from the WLPP 23 Nov 2020- Council resolved to forward the amended Planning Proposal and proposed amendments to Woollahra DCP 2015 to the DPIE requesting a gateway determination to allow public exhibition. 2 Feb 2021- Staff submitted a planning proposal and accompanying DCP amendments to the DPIE. 31 Aug 2021- Following a seven month period, a gateway determination was issued which requires Council staff to amend various sections of the planning proposal and have this amendments reviewed by the DPIE prior


Action	Deliverable	Stage	Status	Comments
<p>Post-exhibition report on planning proposal and draft DCP – introduction of FSRs and urban greening provisions for low density residential development in the R2 Low Density Residential and R3 Medium Density Residential zones. (Council Resolution 29/04/2019)</p>	Report to Committee	Awaiting commencement date	Not yet commenced 	<p>to exhibition. Staff have been working through the required amendments.</p> <p>On 31 Aug 2021 , a gateway determination was issued which requires Council staff to amend various sections of the planning proposal and have these amendments reviewed by the DPIE prior to exhibition. Staff have been working through the required amendments. Once these changes have been accepted by the DPIE, the planning proposal can be placed on exhibition.</p>
<p>Progress a planning proposal to increase the minimum lot size to construct an attached dual occupancy development in the R2 Low Density Residential Zone to 1,200m2. (Council Resolution 22/02/21)</p>	Exhibit amended planning controls	Awaiting external gateway approval	Delays 	<p>On 4 November 2019 the EPC considered a report to increase the lot size for dual occupancy, and on 11 November 2019 Council resolved to prepare a planning proposal. This was presented to the WLPP meeting on 30 January 2020 who supported the planning proposal. This advice was reported to EPC on 2 March 2020 and on 9 March 2020 Council resolved to forward the planning proposal to the DPIE requesting a gateway determination. On 1 Feb 2021, Council staff reported to the EPC that DPIE had rejected Council's planning proposal to introduce a minimum lot size of 800m2 for attached dual occupancies. On 22 Feb 2021, Council resolved that a written request be sent to the Minister for Planning and Public Spaces to formally proceed with an amended planning proposal seeking to introduce a minimum lot size of 1,200m2 for attached dual occupancies in the R2 Low Density Residential Zone. In response, staff have been undertaking scenario testing to submit to the DPIE.</p>

Action	Deliverable	Stage	Status	Comments
<p>Pending feasibility study by the Infrastructure & Sustainability division and awarding of grant funding, prepare a planning proposal to identify a Paddington Greenway corridor along Rushcutters Creek linking Walker Ave to Neild Ave and New South Head Road. (Notice of Motion 10/02/2020)</p>	Report to Committee on options	On schedule	Not yet commenced 	<p>On 22 December 2021, Council staff submitted the amended planning proposal to the DPIE, requesting a gateway determination. The amended proposal includes detailed scenario testing and new information to directly address previous feedback</p> <p>No action required at this stage. Addressing this Notice of Motion will be subject to the outcome of the work being undertaken by Infrastructure & Sustainability.</p>
<p>Interpretation of desired future characters statements. (Prompted by LEC decision: March 2020 Woollahra Municipal Council v SJD DB2 Pty Limited[2020] NSWLEC 115)"</p>	Exhibit amended planning controls	Awaiting external gateway approval; Next step is public exhibition	Delays 	<p>On 6 October 2020, the EPC considered a report seeking a Council resolution to prepare a planning proposal to clarify the interpretation of desired future character in the Woollahra LEP 2014. On 26 October 2020, Council resolved that a planning proposal should be prepared. On 19 November 2020, the WLPP considered the planning proposal report. On 30 November 2020, the advice of the WLPP was reported to the EPC. On 14 December 2020, Council resolved that the planning proposal be submitted to DPIE requesting a gateway determination to proceed to public exhibition. The planning proposal was submitted for gateway determination on 21 December 2020. Should the DPIE issue a gateway determination, the next step will be that the proposal will proceed to public exhibition.</p>

Action	Deliverable	Stage	Status	Comments
Exhibit proposed planning controls for Fire Hydrants and Fire Hydrant Boosters. (Council Resolution 26/04/2021)	Exhibit proposed provisions	Completed	Fully complete 	On 12 April 2021, the EPC considered a report on the proposed controls to enhance the provisions for fire hydrant and booster installations. On 26 April 2021, Council resolved that the draft Woollahra DCP 2015 proceed to public exhibition. The draft Woollahra DCP 2015 was publicly exhibited from 12 May 2021 to 11 June 2021. On 12 July 2021, the EPC considered a report on the public exhibition which noted that no submissions were received. On 26 July 2021, Council resolved to approve the amendments to the Woollahra DCP 2015. The amended controls came into effect on 30 August 2021.
Review of s7.12* development Contributions plan.	Report to Council	Completed	Fully complete 	On 10 May 2021, the EPC considered the Draft Woollahra Section 7.12 Development Contributions Plan 2021, and on 24 May 2021 Council endorsed the Draft Plan for exhibition. The Draft Plan was exhibited from 2 June 2021 to Friday 2 July 2021. A post exhibition report was considered by EPC on 12 July 2021, and this was endorsed by Council 26 July 2021. The Woollahra Section 7.12 Development Contributions Plan 2021 come into effect on 30 August 2021 and repealed and replaced the Woollahra Section 94A Development Contributions Plan 2011.
<p><i>*Complying Development Certificate s7.12 Payment Form (former Section 94) provides a system for requiring contributions when a development takes place. These contributions are levied by councils on new developments to ensure that growing and changing communities have adequate public amenities and services. Development contributions (monetary or in-kind) can be used to help provide for parks, local road improvements, town centre improvements, community centres and other services.</i></p>				
Prepare a planning proposal to carry out housekeeping amendments to Woollahra LEP 2014. (Prompted by staff identifying opportunities for improvement)	Report to Committee	Awaiting Council decision	On track 	Since the Woollahra LEP 2015 came into effect, Council staff have kept a log of minor, administrative type changes that are required to enhance the existing provisions. These changes will be made by way of a series of housekeeping amendments. A report on the first housekeeping amendment (which relates to heritage matters) is anticipated to be reported to Council in early 2022.

Action	Deliverable	Stage	Status	Comments
Review all matters which were deferred from inclusion in Woollahra LEP 2014 and advertise changes. (Council Resolution 25/07/2011)	Report to Committee	Completed	Fully complete 	At the time the Woollahra LEP 2014 was being prepared, a number of matters were deferred for further consideration. These matters related to potential development uplift on sites that were identified either: in submissions made during the public exhibition of the Woollahra LEP 2014; or by Council in an earlier study of Opportunity Sites to meeting housing targets set by the DPIE. In 2014, Council resolved that investigation of these deferred matters should be undertaken after the finalisation of the Woollahra LEP 2014. On 12 July 2021 a report on staff's assessment on the deferred matters was considered by the EPC, with a recommendation that no further action to facilitate development uplift be taken on any of the sites. On 26 July 2021 Council resolved that no further action be taken in relation to the deferred matters.
Prepare a planning proposal to facilitate bus shelter advertising as exempt development. (Council Resolution 26/07/2021)	LEP amendment	Exhibition; Next step is post-exhibition report	On track  	On 26 July Council resolved to prepare a planning proposal to facilitate bus shelter advertising. The planning proposal was reported to the Woollahra Local Planning Panel on 16 September 2021, and this advice was reported to Council on 25 October 2021. The planning proposal was submitted to the DPIE, and they issued a gateway determination to allow public exhibition on 17 December 2021. Public exhibition will occur in the first half of 2022.
Prepare and exhibit a planning proposal to remove the lands reserved for acquisition in Edgecliff.	Planning Proposal to remove the lands reserved for acquisition in Edgecliff	Awaiting external gateway approval	Delays 	On 15 June 2021, the EPC considered a report on the lands reserved for acquisition along New South Head Road and Glenmore Road in Edgecliff. On 5 July 2021 Council resolved to prepare a planning proposal to remove these affectations. On 16 September 2021 the WLPP considered the planning proposal report. On 11 October 2021 the advice of the WLPP was reported to the EPC and on 25 October 2021 Council resolved that the planning proposal be submitted to the DPIE for gateway determination. The planning proposal was submitted for gateway determination on 5 November 2021. In early 2022, Staff will meet with representations from both the

Action	Deliverable	Stage	Status	Comments
Investigate and prepare a report to Council regarding steps Council could take to amend the LEP to prohibit smoking in licensed premises. (Council Resolution 24/05/2021)	Report to Committee	Preliminary investigation / Scope of works; Next step to subject to Council decision	On track 	DPIE and Transport for NSW (TfNSW), as up until now TfNSW have not been supportive of the planning proposal to remove the land reservation affectations. Council staff have commenced research on this matter, and a report is anticipated in the first half of 2022.
Prepare a report outlining the legislative frameworks and options to further advocate on passive smoke exposure in high density terrace homes. (Council Resolution 26/07/2021)	Report to Council	Preliminary investigation / Scope of works; Next step to subject to Council decision	On track 	Action against this line item will be combined with the item above.
Undertake a hydrogeological and geotechnical study for the entire Rose Bay basin area from the Bellevue Hill ridgeline. (Notice of Motion 29/09/2020)	Report to Committee	Not yet commenced	No progress 	Grant funding applications for studies in Vaucluse and Darling Point are the next studies underway. This project is currently unfunded and will be considered for inclusion in a future delivery program.

Action	Deliverable	Stage	Status	Comments
Double Bay Bowling Club Preservation of Land for Private Recreational Use – Exhibit a planning proposal setting out amendments to the Woollahra Local Environmental Plan 2014. (Notice Of Motion 24/08/2020)	Exhibition of Planning proposal	Awaiting Council decision	On track 	On 19 November 2020, the WLPP considered a report on a planning proposal and on 30 November 2020 the advice of the WLPP was reported to the EPC. On 14 December 2020, Council resolved that the planning proposal be submitted to the DPIE for gateway determination. The planning proposal was on public exhibition from 14 July 2021 to 13 August 2021. To comply with a condition of the gateway determination, staff prepared a preliminary site investigation report investigation to determine if there is any potential contamination on the land. This report has been finalised. It is anticipated that a report on the submissions received will be reported to a meeting of Council in the first half of 2022.

Ref	Priority	Comments
4.1.2	Deliver high quality and timely development assessment.	The principal performance indicator for the Development Control Department is that we continue to provide an effective and efficient development control service. The performance of Development Control is outlined below.

Workload and Productivity

The following table shows the number of DAs and s.4.55 applications lodged compared to the number of DAs determined during this reporting period. A Section 4.55 Modification Application is an application to modify an approved Development Application.

Quarter	# DAs Lodged	# DAs Determined	# s4.55 Lodged	# s4.55 Determined
3rd 2020/21	131	138	92	88
4th 2020/21	139	144	111	104
1st 2021/22	164	137	124	117
2nd 2021/22	188	143	131	120

The following table shows both DAs and modification applications lodged and determined during the 1st and 2nd quarters of 2021/2022.

Quarter	Total Applications Received	Total Applications Determined
3rd 2020/21	223	226
4th 2020/21	250	248
1st 2021/22	288	254
2nd 2021/22	319	263

Decision makers

The following table shows where decisions on DAs (excludes s.4.55 applications) were made during the 1st quarter.

Level of Delegation	Total # of DAs	% of Total	Approved	Refused
Staff	78	56.5%	71	7
Application Review Panel	30	21.7%	30	0
Application Assessment Panel	9	6.5%	9	0
Local Planning Panel	20	14.5%	13	7
Sydney Eastern City Planning Panel	1	0.7%	1	0
Total	138	100%	124	14

Note: The above figures do not include DAs which were rejected within 7 days of lodgement or withdrawn. In total 9 DAs were rejected or withdrawn.

The following table shows where decisions on DAs (excludes s.4.55 applications) were made during the 2nd quarter.

Level of Delegation	Total # of DAs	% of Total	Approved	Refused
Staff	87	60.8%	79	8
Application Review Panel	20	14%	20	0
Application Assessment Panel	8	5.6%	8	0
Local Planning Panel	28	19.6%	24	4
Sydney Eastern City Planning Panel	0	0%	0	0
Total	143	100%	131	12

Note: The above figures do not include DAs which were rejected within 7 days of lodgement or withdrawn. In total 11 DAs were rejected or withdrawn.

Appeals

The following table shows the number of appeals lodged during the following quarters. Specific details of all appeals, are tabled and reported quarterly to the EPC.

Quarter	Appeals Lodged
3rd 2020/21	9
4th 2020/21	15
1st 2021/22	6
2nd 2021/22	7

Given the current number of appeals being dealt with is still relatively high, the level of legal activity and staff resourcing (preparation of Statement of Facts and Contentions, Statements of Evidence and Court attendance) is also high. This has a direct influence on Council's processing times.

TurnaroundTimes

The following tables provides a summary of the net and gross mean processing times in days for Development Application (excludes s.4.55 applications) determinations:

Measure	3rd Qtr 2019/20	4th Qtr 2019/20	1st Qtr 2020/21	2nd Qtr 2020/21	3rd Qtr 2020/21	4th Qtr 2020/21	Avg. FY 2020/21	1st Qtr 2021/22	2nd Qtr 2021/22	Avg. FY 2021/22
Overall										
Net Mean	89	104	99	90	85	93	92	114	93	104
Gross Mean	115	133	132	117	107	116	118	130	99	115
Staff Delegated										
Net Mean	66	69	56	53	58	56	63	64	54	59
Gross Mean	93	91	81	79	71	76	77	77	68	73
ARP										
Net Mean	115	121	106	113	109	123	111	140	118	129
Gross Mean	140	178	145	146	125	152	131	171	145	158
AAP										
Net Mean	90	205	155	150	118	151	144	198	218	208
Gross Mean	195	275	237	179	193	222	208	294	260	277
LPP										
Net Mean	270	156	209	186	181	171	187	196	167	182
Gross Mean	290	220	255	209	275	210	237	221	194	208

The overall net and mean processing times in the 1st quarter of 2021-2022, have not met the benchmark requirement whereas the overall net and mean processing times in the 2nd quarter of 2021-2022, have met the benchmark requirement of a 15% reduction in net and gross mean processing times based over the past three years of activity. This benchmark equates to 95 and 117 days, respectively.

The processing times in the 1st quarter did not meet the benchmark requirement due to the following key factors:

1. A significant number (17) of applications determined were aged applications (>200 days). These have a direct influence on the overall processing times.
2. The focus of Development Control was to clear the backlog of aged applications.

The processing times in the 2nd quarter did meet the benchmark requirement which can be attributed to the following key factors:


1. Staff resources in Development Control being close to full capacity.
2. The significant backlog of aged DAs have been cleared.

3. The implementation of the following internal work strategies:
 - the auditing and triage of all applications on a monthly basis;
 - the setting of performance targets to assessment timeframes;
 - delivery focused assessment processing the setting of performance targets to assessment timeframes.

Outcomes

The following outcomes were achieved in the reporting period:

- A significant number of aged applications (>200 days) have been cleared.
- Satisfactory overall processing times which have been achieved for the 2nd quarter which have met Council's adopted benchmark of a 15% reduction in net and gross mean processing times.
- The demonstration of Council Development Control staff to work remotely with improvements to the core function of processing applications.
- The productivity of Development Control in terms of processing DAs and related applications including case handling of Class 1 appeals has been high.
- Successful planning outcomes have been achieved in Class 1 appeals.




Action / Deliverables	Stage / Measure	Status	Comments
Achieve a 15% reduction from the last 3 previous years in overall nett mean time for the processing of applications , to net and gross mean processing times of 95 and 117 days.	Q1 not achieved; Q2 achieved	Delays 	The overall net and mean processing times in the 1st quarter of 2021-2022, have not met the benchmark requirement whereas the overall net and mean processing times in the 2nd quarter of 2021-2022, have met the benchmark requirement of a 15% reduction in net and gross mean processing times based over the past three years of activity.






Strategy 4.2: Promote sustainable design in future private and public development




Ref	Priority	Comments
4.2.1	Ensure that new development is assessed against the relevant sustainability requirements of our DCPs.	As required under relevant planning legislation (LEP and Woollahra DCP 2015).





Strategy 4.3: Protect our heritage, including significant architecture and the natural environment.





Ref	Priority	Comments
4.3.1	Maintain a program of heritage research and review of existing and potential conservation areas and heritage items.	During this reporting period, our priority was to <ol style="list-style-type: none"> 1. Finalise and seek Council's endorsement of the Heritage Gap Analysis. 2. Finalise a number of DCP amendments to enhance our heritage provisions. 3. Progress the heritage listing of the Cadry's building 4. Commence the procurement process for heritage assessments where we will be using external resources (including in response to IHOs).




Action	Deliverable	Stage	Status	Comments
Exhibition of expanded controls for Inter-War residential flat buildings. (Council Resolution 11/11/2019)	Exhibit planning controls	Completed	Fully complete 	Report on how controls for Inter-War residential flat buildings in B3.8.7 of Woollahra DCP 015 can be applied to the Paddington and Watsons Bay HCAs. (NOM 11/11/2019): Staff prepared a report on amended controls for Inter-War residential flat buildings which was reported to EPC on 8 March 2021 and endorsed by Council on 22 March 2021. A Draft DCP was publicly exhibited from 12 May 2021 – 11 June 2021. A post exhibition report was considered by EPC on 12 July 2021 and endorsed by Council on 26 July 2021. The new controls commenced on 30 August 2021.
Investigate the potential heritage significance of places of worship in the Woollahra Local Government Area in order to identify items of heritage significance at either a local or State level. {incl. St Andrews Scots Presbyterian Church, corner Dover Rd and Carlisle Street, Rose Bay}	Report to Committee	Awaiting commencement date; Next step is to prepare a planning proposal	Delays  	This project is continuing using internal resources. The potential heritage significance of the nine unlisted places of worship is being assessed. Background research has been completed. Site inspections have been undertaken for eight of the places of worship, including the interiors and exteriors. One of the places of worship, the St George Greek Orthodox Church in Rose Bay, requires a site inspection subject to COVID-19 restrictions. Ongoing COVID-19 restrictions have resulted in delays in primary research undertaken at the Sydney Jewish Museum, State Library NSW and ANU Archives Library. The draft report is nearing completion. Once the draft report is finalised, it will be sent to the land owners for comment, where we will also be seeking assistance to prepare the assessment of social significance should we be recommending heritage listing. A report to EPC is anticipated in 2023



Action	Deliverable	Stage	Status	Comments
(Notice of Motion 08/04/19) Undertake an assessment of heritage significance for Old School Hall, Rose Bay Public School, Albemarle Ave, Rose Bay, and McAuley Catholic School and outbuildings (formerly Christian Brothers College Rose Bay). (Notice of Motion 8/04/2019)	Report to Committee	Awaiting comment date; Next step is report to Council once consultation has taken place with land-owners.	No progress 	subject to the lifting of COVID-19 restrictions and the availability of comments from the landowners. This assessment will be progressed by external resources. Council staff will commence the procurement process for an external consultant in the first half of 2022.
Undertake a heritage gap analysis. (Notice of Motion 9/12/2019)	Report to Committee	Completed	Fully complete 	The heritage gap analysis was reported to EPC in October 2022 and endorsed by Council on 22 November 2021. A report on implementation and funding the Heritage Gap Analysis will be reported to a meeting of Council in early 2022.
Implementation of the Heritage Gap Analysis which was endorsed by Council on 22 November 2021.	Report to Council	Awaiting Council decision	On track 	The heritage gap analysis was reported to EPC in October 2022 and endorsed by Council on 22 November 2021. A report on implementing and funding the Heritage Gap Analysis will be reported to a meeting of Council in early 2022. High priority projects to progress (not already included in the DPOP) are the Inter-War Flat Buildings Heritage Study and the Modernism Study.
Carry out an assessment of buildings designed by significant architects. (Notice of Motion 09/12/2019)	Report to Council	Awaiting commencement date; Next step is to prepare a planning proposal	Delays  	Council staff have prepared a methodology to identify buildings that have been designed by significant architects. Subject to other priorities, this project may be undertaken in stages across 2022 and 2023 as part of the programme identified in the Heritage Gap Analysis.

Action	Deliverable	Stage	Status	Comments
<p>Planning proposal to list Sunny Brae at 40 Fitzwilliam Road Vaucluse.</p> <p>Planning proposal to list 46 Vaucluse Road, Vaucluse as a local heritage item.</p> <p>(Council Resolution 24/05/2021)</p>	Gazettal of heritage item	Awaiting Council decision	Delays 	An assessment of heritage significance was presented to the EPC on 10 May 2021 and endorsed by Council on 24 May 2021 recommending the preparation of a planning proposal to list the building as a heritage item in Woollahra LEP 2014. The LPP provided advice to proceed on 17 June 2021. On 26 July 2021, Council resolved to defer any further consideration of the planning proposal until such time that a site visit can occur. A site inspection will occur in 2022, once this can be arranged in line with the relevant NSW Health restrictions regarding COVID-19.
<p>Planning Proposal to list the Cadrys building as a heritage item.</p> <p>(Council Resolution 05/07/2021)</p>	Gazettal of heritage status	Exhibition	On track 	A planning proposal to list the Cadrys building as a heritage item was considered by the LPP on 16 September 2021. The LPP provided advice to proceed. This advice was considered at the EPC meeting of 11 October 2021, and at the Council meeting of 25 October 2021 it resolved to proceed with the planning proposal for public exhibition. On 23 December 2021, Council staff received the gateway determination for this planning proposal. Public exhibition will commence in the first half of 2022, following pre-exhibition consultation with TfNSW. The submissions received during the public exhibition will be reported to a future meeting of Council following the close of the public exhibition.
<p>Planning Proposal to list Hillcrest at 780-786 New South Head Road, Rose Bay as a heritage item.</p> <p>(Council Resolution 23/11/2020)</p>	Report to Committee	Post-exhibition review	Fully complete 	In September 2020, after an IHO was issued for the site, a Heritage Significance Assessment (HAS) was prepared using external resources. This HAS was reported to the EPC on 2 November 2020 and on 23 November 2020 Council resolved to proceed with a planning proposal. The planning proposal was reported to the LPP on 17 December 2020 and this advice was reported to the EPC on 1 February 2021. On 23 February 2021, Council resolved to proceed with the planning proposal and submit this to the DPIE to facilitate public exhibition. A Gateway Determination was issued on 9 June 2021, and the panning proposal was on exhibition from 23 June 2021 to 6 August 2021. A post exhibition report was presented to EPC on 13 September 2021, and on 27 September 2021 Council resolved to finalise the planning proposal. It is anticipated that the property will be finalised and listed as a heritage item in early 2022.

Action	Deliverable	Stage	Status	Comments
Review Wilkinson buildings and determine if they meet the threshold for heritage listing. (Council Resolution 24/11/14)	Report to Committee	Preliminary investigation / Scope of works; Next step is to prepare a planning proposal	Delays 	Research has commenced and some comparative analysis has been completed. Owners will be contacted in early 2022 to organise site inspections. Subject to the outcomes of the site inspections, a report to Council on this matter is anticipated in 2022.
Prepare a report on future heritage listing of Inter-War bungalows . (Council Resolution 11/11/2019).	Report to Committee	Completed	Fully complete 	A report on the heritage listing of 165 O'Sullivan Road Bellevue Hill and 16 Bunyula Road, Bellevue Hill was considered by Council on 27 September 2021, where Council resolved to take no further action in relation to listing these properties.
Prepare a report on future heritage listing of arts and crafts buildings , including examples of outstanding significance recommended for listing in Schedule 5 of Woollahra LEP 2014. (Council Resolution 11/11/2019)	Report to Committee	Awaiting commencement date	No progress 	This project will commence should funding and or resources become available. This project has been included in the heritage gap analysis as a high priority project.
Enhanced controls for the Neighbourhood Heritage Conservation Areas are prepared and implemented. (Council Resolution 10/12/2018)	Commencement of DCP amendment	Completed	Fully complete 	On 5 July 2021, Council endorsed the proposed controls for the purpose of public exhibition. Draft Woollahra DCP 2015 (Amendment 19) was on public exhibition from 18 August to 17 September 2021. The submissions received during the public exhibition were reported to the EPC meeting of 18 October 2021 and on 25 October 2021, Council endorsed the amended controls. The new controls commenced on 6 December 2021.

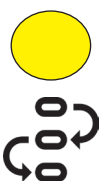
Action	Deliverable	Stage	Status	Comments
Carry out an assessment of the heritage significance of 543-549 Glenmore Road, Edgecliff . (Council Resolution 05/07/2021).	Report to Committee	Awaiting commencement date; Next step is to prepare a planning proposal	Delays 	Due to other priorities, this project will commence once internal resources become available.
Carry out an assessment of the heritage significance of Ausgrid Substations in the Woollahra LGA. (Prompted by Ausgrid correspondence 22/12/2021)	Report to Committee	Preliminary investigation / Scope of works; Next step is to prepare a planning proposal	On track 	On 22 December 2021 Council received correspondence from Ausgrid regarding the proposed removal of 18 electricity substations (throughout the municipality) from the Ausgrid s.170 Heritage and Conservation Register (which sits under the Heritage Act 1977). Without their inclusion on the s.170 Register, any other these substations with heritage value would be unprotected. In early 2022, Council staff will carry out assessments to identify if any of those substations should be included as heritage items in the Woollahra LEP 2014.
Carry out a heritage assessment of the buildings at 53 and 55 Drumalbyn, Bellevue Hill . (Prompted by Interim Heritage Orders 17/12/2021)	Report to Committee	Awaiting Council decision; Next step is to prepare a planning proposal	On track 	In December 2021, after an IHO was issued for the site, a Heritage Significance Assessment (HAS) is being prepared using external resources. This HAS will be reported to a meeting of Council in the first half of 2022.
Provide a report on the further protection of secondary wings on contributory and heritage items in the Darling Point HCA . (Council Resolution 25/10/2021)	Report to Committee	Preliminary investigation / Scope of works; Next step is DCP amendment	On track 	Council staff have commenced work on this matter, and a report to Council is expected in the first half of 2022.

Action	Deliverable	Stage	Status	Comments
Liaise with the Minister for Planning and Place regarding the referral criteria for the LPP to include the demolition of contributory items, and prepare a report outlining options to Council to enhance Woollahra's planning instruments with respect to the demolition of contributory items. (Council Resolution 25/10/2021)	Report to Committee	Preliminary investigation / Scope of works; Next step is to prepare a planning proposal and / or DCP amendment	On track 	Consistent with this resolution, on 17 November 2021 a Mayoral letter was sent to the Minister for Planning and Public Spaces requesting a review of the referral criteria for the LPP. On 21 December 2021 we received a response on behalf of the former Minister for Planning and Public Spaces, identifying that Council's request will be taken into consideration as part of a current review of panel operations. A report outlining options available to enhance Woollahra's planning instruments will be reported to a meeting of Council in the first half of 2022.
Heritage listing 364 Edgecliff Road , Woollahra. (Notice of Motion 22/11/2021)	Report to Committee	Preliminary investigation / Scope of works; Next step is to prepare a planning proposal	On track 	In December 2021, a letter was sent to the Minister requesting he make an IHO on the site. At the time of preparing this report, an IHO has not been made. The assessment of heritage significance is being progressed by external resources. A report to Council on this matter is expected in the first half of 2022.
Planning Proposal to list Maget House at 66 Victoria Road, Bellevue Hill as a heritage item.	Report to Committee	Completed	Fully complete 	In August 2021, after an IHO was issued for the site, a Heritage Significance Assessment (HAS) was prepared using external resources. This HAS was reported to the EPC on 11 October 2021 recommending the preparation of a planning proposal to list the building as a heritage item on Schedule 5 of the Woollahra LEP 2015. On 25 October 2021 council resolved to take no further action in relation to the heritage listing of Maget House at 66 Victoria Road, Bellevue Hill.

Action	Deliverable	Stage	Status	Comments
Report to investigate the potential heritage significance of identified buildings in the Double Bay Centre and relevant instruments of protection. (Council Resolution 26/04/2021)	Report to Committee	Awaiting commencement date	Delays 	This assessment will be progressed using external resources. The procurement process has now commenced and a report will be tabled to Council in 2022.
Undertake an audit of all 493 street inlays (set out in Annexure 1 of report to Urban Planning Committee on 23/02/2015).	Report to Committee	Preliminary investigation / Scope of works	On track 	The scope of works required for the audit is currently being prepared. Investigation will commence in March-April 2022.

Strategy 4.4: Encourage diversity in housing choice to suit a changing population.

Ref	Priority	Comments
4.4.1	Ensure Council's planning documents support housing diversity.	During the reporting period, this priority was addressed through work in finalising the Woollahra Local Housing Strategy and Woollahra Affordable Housing Policy which were both endorsed by Council on 25 October 2021.

Action	Deliverable	Stage	Status	Comments
Subject to endorsement, prepare implementation strategy to amend planning controls for the Double Bay Place Plan- review Woollahra LEP 2014 and Woollahra DCP 2015 in regard to recommendations from Double Bay Centre Housing Economic Study. (Eastern City District Plan 2018 Double Bay Plan Plan 2019-2023 [DBPP Priority 3.1.1] [DBPP Priority 3.2.1])	Prepare implementation strategy	Awaiting Council decision; next step is to prepare a planning proposal	On track 	The project has been substantially progressed. A comprehensive planning and urban design analysis, including the 3D modelling, has been carried out and finalised. The built form and land use recommendations, informed by the Hill PDA Economic Study and context analysis, have been drafted. The Traffic and Transport Study has been updated to include active transport infrastructure based on the feedback from the combined Strategic Planning and Working Party on 29 October 2019. The draft Planning and Urban Design Strategy, and updated Transport Study were presented to Councillors on 23 September 2020. A Community Impact Statement has been drafted to demonstrate the likely outcomes and impacts of the proposed changes to the planning controls in the Centre. On 29 March 2021 the draft Planning and Urban Design Strategy, Transport Study and draft Community Impact Statement, was reported to a meeting of S&C. The S&C deferred consideration of the report to a future meeting of the S&C. On 19 April 2021 the S&C further considered the report and on 26 April 2021 Council resolved to reaffirm the existing controls for Double Bay and revise the study to focus on Cross Street (south side between Knox Land and Bay Street) (the Cross Street Precinct) before commencing public exhibition. Staff revised the draft Planning and Urban Design Strategy, Transport Study, and draft Community Impact Statement to focus on the Cross Street Precinct. These documents were on public exhibition from 17 November 2021 to 17 December 2021. A report on the submissions received during the public exhibition will be reported to Council in early 2022.

Strategy 4.5: Enhance the form and function of the local business centres.

Ref	Priority	Comments
4.5.1	Ensure Council's planning strategies and controls support and promote appropriate development and activities in business centres.	<p>The Edgecliff Centre corridor study and the review of the Double Bay (Cross Street Precinct) Planning controls will support and promote appropriate development and activities in those centres. The Edgecliff Strategy was endorsed on 26 April 2021 and on public exhibition until 30 September 2021. A report on the submissions received during the exhibition will be reported to a meeting of Council in early 2022.</p> <p>On 26 April 2021 Council considered a report on the planning controls for Double Bay, where they resolved to reaffirm the existing controls for Double Bay and revise the study to focus on Cross Street (south side between Knox Land and Bay Street) Revisions to the draft Planning and Urban Design Strategy, Transport Study and draft Community Impact Statement were made and the documentation was on exhibition from 17 November 2021 until 17 December 2021. A report on the submissions received during the exhibition will be reported to a meeting of Council in early 2022.</p>
4.5.2	Carry out urban design studies for areas, precincts and sites.	<p>The Edgecliff Centre corridor study and the review of the Double Bay Planning controls included urban design studies and these were on exhibition in 2021. A discussion paper on local character was reported to Council in June 2021.</p> <p>The Local Character Discussion Paper was on public exhibition with the draft Local Housing Strategy and draft Affordable Housing Policy from 31 August 2021 to 1 October 2021. On 18 October 2021 a report on submissions raised during the public exhibition was reported to the EPC. On 25 October 2021 Council noted the discussion paper and resolved that staff commence preparation of a Local Character Statement. Subject to staff resources, consultation with Councillors will take place in mid to late 2022.</p>
4.5.3	Ensure that upgrades to infrastructure reinforce the distinctive character of business centres.	<p>In all of our business centres, Council staff maintain and replace appropriate infrastructure elements, by replacing these as like for like. Where infrastructure works are of a larger scale and have the potential to affect the appearance of the public domain, these are subject to a rigorous design process that includes consultation with the local community and community representatives.</p>




Strategy 4.6: Ensure that planning and building requirements are complied with.


Ref	Priority	Comments
4.6.1	Buildings are constructed in accordance with approval requirements.	The certifying authority and Principal Certifier (PC) are responsible for ensuring building work meets public safety and regulatory requirements by;
4.6.2	Statutory requirements in relation to the certification of buildings under construction are complied with.	<ul style="list-style-type: none"> • Ensuring proposed works comply with development consents and NCC/BCA requirements; • Inspecting building work at specific stages to check it is consistent with the consent or complying development certificate and national building standards; and • Conducting a final inspection and issuing the occupation certificate if satisfied the building is suitable for occupation or use. <p>Council provides these services, however as reported elsewhere, the majority of this work is undertaken by private accredited certifiers in the Woollahra LGA.</p>
4.6.3	Council provides cost effective and timely building certification services.	<p>Council provided the following building certification services for the half year to 31 December 2021;</p> <ul style="list-style-type: none"> • 25 construction certificate applications (CCs) were received with 10 being determined, representing a market share of 1.8%; • 3 complying development certificate applications (CDC) were received with 1 being determined, representing a market share of less than 1%; • Council was appointed the Principal Certifier for 4 projects, representing a market share of 2.4%; and • 4 occupation certificate certificates (OCs) were received with 5 being determined, representing a market share of 2.6%.
4.6.4	Council provides a timely and effective response to unauthorised uses and works.	<p>For the half year to 31 December 2021 Council's Building Control staff;</p> <ul style="list-style-type: none"> • Received 331 customer requests and finalised 238; • Served 21 'Notices of intention to give an Order'; • Served 17 Orders; and • Issued no penalty infringement notices.

Goal 5: Liveable places

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

Ref	Priority	Comments
5.1.1	Plan for community, cultural and recreational facilities to ensure they reflect community needs and aspirations.	Council adopted the Community Facilities Study on 29 September 2020. Council was successful in receiving a significant grant to renovate the Cooper Park Community Hall facility. The DA was approved in January, 2022, a tender for the work has been called and it is expected that the work will be undertaken in April 2022.

Action / Deliverables	Stage / Measure	Status	Comments
Investigate and implement actions from the Recreational Needs Analysis.	Awaiting external approval	Delays 	The draft Recreation Strategy was presented to the Strategic and Corporate meeting 7 June 2021. It was resolved to be exhibited concurrently with the draft Woollahra Play Strategy and draft Plans of Management (POMs) for Crown Land reserves. A communications Strategy for the public exhibition of all documents was approved on 27 September 2021. The draft POMs were submitted on the 8 July to the Department of Planning, Industry and Environment (DPIE). While the Department has confirmed that it has received Council's POMs, they have advised that they are continuing to receive and assess a large volume of draft POMs from across the state and is unable to give a timeframe for when ours will be reviewed and approved to proceed to public exhibition.
Plan and construct multi use sports courts at locations agreed by Council (Notice of Motion 13/11/2017); namely undertake investigation and feasibility study for a multi-court facility at Lough Playing Fields.	Preliminary investigation / Scope of works	Delays 	The results of the geo-technical investigation have been received for the proposed site at Lough Playing Fields. Due to the presence of uncontrolled fill, the design of the facility has had to change which will increase the cost of the project. Two grant funding applications have been submitted to obtain additional funding for the project. Subject to successful grant funding the next steps are detailed design and community consultation.
Investigate and implement actions from the LGA-wide strategy for play spaces. (Notice of Motion 30/10/2017)	Awaiting external approval	Delays 	The draft Play Space Strategy was presented to the Strategic and Corporate meeting 7 June 2021. It was resolved to be exhibited concurrently with the draft Recreation Strategy and draft Plans of Management (POMs) for Crown Land reserves. A communications Strategy for the public exhibition of all documents was approved on 27 September 2021.

Action / Deliverables	Stage / Measure	Status	Comments
Street Play Initiative allowing children to play in the street of their local community at agreed times. (Council Resolution 6/4/2020)	Preliminary investigation / Scope of works	Delays 	The draft POMs were submitted on the 8 July to the Department of Planning, Industry and Environment (DPIE). While the Department has confirmed that it has received Council's POMs, they have advised that they are continuing to receive and assess a large volume of draft POMs from across the state and is unable to give a timeframe for when ours will be reviewed and approved to proceed to public exhibition. Themes and elements of the Strategy have been used in the design and construction of the recent playgrounds at Dillon Street Reserve, Cooks Paddock and Plumb Reserve. Discussions with both Waverley and InnerWest Council have progressed. The Street Play Initiative is an action in the draft Play Space Strategy which we await to exhibit. Once this has been approved the initiative will progress with further investigation and consultation identifying streets in the Paddington and Cooper Wards as a priority.

Ref	Priority	Comments
5.1.2	Consider issues of access and disability in all designs for infrastructure renewal.	Access and disability is considered in designs for all infrastructure renewal projects. Australian Standards, Council's Infrastructure Specifications and the Disability Discrimination Act is taken into consideration during the planning and design phase of all projects.
5.1.3	Implement a prioritised program of capital improvements to community and recreation facilities.	Capital works are undertaken in a timely manner. Progress of individual projects is reported in the Capital Projects update.

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

Ref	Priority	Comments
5.2.1	Implement the infrastructure maintenance programs for all classes of public infrastructure.	Maintenance program for Council's Civil Infrastructure is ongoing and completed as programmed. Asset inspections are maintained in accordance with set schedules. A full time Asset Inspection Officer is employed and undertaking suburb by suburb detailed infrastructure inspections including utility works. Totals are for the reporting period July to December 2021.

Task	July-December 2021 Performance
Restoration/ Road Opening works	242 new work requests have been received; 103 requests have been quoted and are ready to be issued to contractors for completion; 139 requests have been completed, this is a increase to the affected period of last year due to COVID-19.
Asset Inspections	CivilWorks Asset Inspector has identified 410 new defects through inspections carried out in Edgecliff, Woollahra and Bellevue Hill. CivilWorks have completed 179 previously identified repairs in Double Bay, Point Piper and Darling Point this is a increase to last year due to the availability of staff due to COVID-19.
Storm water pits and Gross Pollutant Traps are maintained in accordance with set schedules	Storm water pits/pipes and Gross Pollutant Traps (GPTs) are maintained in accordance with set schedules. In the reporting period Council has removed a total 119.26 tonnes of debris from our GPTs and stormwater infrastructure, which has prevented from flowing into the harbour.

Ref	Priority	Comments
5.2.2	Undertake regular reviews of street lighting.	Street lighting reviews are prioritised and undertaken regularly by Council's Engineers. Faulty streetlights are reported to Ausgrid and/or Council's Electrical contractors for urgent repair.



Strategy 5.3: Provide attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces.

Ref	Priority	Comments
5.3.1	Ensure Plans of Management for public open spaces are updated periodically and reflect community needs and aspirations.	The draft Plans of Management for Crown Reserves were presented to the Strategic and Corporate meeting 21 June 2021. It was resolved to be exhibited concurrently with the draft Woollahra Play Strategy and draft Recreation Strategy. A communications Strategy for the public exhibition of all documents was approved on 27 September 2021. The draft POMs were submitted on the 8 July to the Department of Planning, Industry and Environment (DPIE). While the Department has confirmed that it has received Council's POMs, they have advised that they are continuing to receive and assess a large volume of draft POMs from across the state and is unable to give a timeframe for when ours will be reviewed and approved to proceed to public exhibition.
5.3.2	Implement a prioritised program of capital improvements to public open spaces.	A program of open space renewals and upgrades is developed annually for approval by Council. Progress is reported quarterly in the CapitalWorks progress report. Projects completed include; Upgrade of Dillon Street Reserve Playground, renewal of Plumb Reserve playground, new CCTV cameras at Gap Park, Gap park furniture upgrades and the Gap Park Tramway Pathway.

Ref	Priority	Comments
5.3.3	Continue improvement program for horticultural sites in business centres.	Council continues to investigate and implement improvements to Woollahra Business centres. Further planter boxes have been rolled out in Plumer Road, Vaucluse Shops and Oxford Street. The next area for rollout is in the Rose Bay Business Centre.
5.3.4	Support and promote public safety in public open spaces through local law enforcement officers.	Rangers undertake routine patrols throughout the LGA, in addition to responding to customer requests.
5.3.5	Provide lifeguard services to Camp Cove Beach.	Life guard services commenced during the 2nd quarter at Camp Cove, operating each weekend. During the school holidays only, the service is provided daily, subject to the weather. The service is scheduled to cease at the end of Easter 2022.

Strategy 5.4: Protect trees, streetscapes and landscapes.

Ref	Priority	Comments
5.4.1	Implement adopted policy for public and private tree management throughout Woollahra.	The Tree Management Policy is implemented.


Action / Deliverables	Stage / Measure	Status	Comments
Create an Urban Forest Strategy setting out its long term vision and tree canopy targets for land owned or administered by Council. (Council Resolution 29/9/2020 part F)	On schedule	On track 	The development of the Urban Forest Strategy is currently underway. Stage 1 includes analysis of spatial and tree inventory data. A consultant is currently being engaged to undertake this work. Spatial data has been acquired which will be used to extract broad scale canopy data. Stage 2 includes the development of the strategy which will be undertaken by a qualified consultant based on best practice and the results of the data analysis (Stage 1).
Strategic management of fig trees. (Council Resolution 22/06/2020)	On schedule	On track 	Council staff are currently undertaking a review of all fig trees throughout the Municipality. In conjunction with this, the preparation of the Urban Forest Strategy has commenced which will include detailed urban tree canopy mapping and strategies to manage and enhance canopy cover. It is important that a plan for figs trees and the Strategy align. A report on the management of fig trees is scheduled once substantial work on the Strategy has taken place.

Strategy 5.5: Enhance the physical environment of our local suburbs, neighbourhoods and town centres.

Ref	Priority	Comments
5.5.1	Maintain and improve accessibility to public places for all user groups.	Planning for Capital Improvements always take accessibility into consideration. A renewal of the Plumb Reserve playground is now complete which includes accessibility features included in its upgrade. Where possible all park furniture upgrades and pathways are made accessible.

Strategy 5.6: Reduce impacts of local flooding and improve floodplain risk management.

Ref	Priority	Comments
5.6.1	Develop and implement a five year capital renewal program for stormwater drainage infrastructure and Environmental Works Program for water quality improvements.	Stormwater Drainage Infrastructure Program has been developed and is based on various Council Flood Studies and Flood Risk Management Studies and Plans.
5.6.2	Develop a Floodplain Risk Management Plan for the various catchments in Woollahra.	Floodplain Risk Management Plans are progressively being developed for various catchments within the Woollahra Municipality. Once these Floodplain Risk Management Plans are completed they are referred to the Woollahra Flood Risk Management Committee and Council's Environmental Planning Committee for adoption. Floodplain risk management studies and plans have been completed for Rushcutters Bay, Double Bay, Rose Bay and Watsons Bay and Paddington. Funding applications have been made to the Department of Planning Industry and Environment to develop flood studies and plans for Vaucluse, Darling Point. Subject to receiving grant funding, the flood studies and plans for Vaucluse and Darling Point will be prioritised.

Action / Deliverables	Stage / Measure	Status	Comments
Pending funding from the Dept. Planning, Industry & Environment, complete Flood Risk Management Plans for Vaucluse & Darling Point catchments in Woollahra and refer to the Floodplain Risk Management Committee for Council adoption.	Awaiting external approval	Not yet commenced 	Council's Stormwater Engineer has applied for grant funding to undertake a flood study and plan for Vaucluse and Darling Point. Subject to receiving grant funding, this project should commence.

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

Ref	Priority	Comments
5.7.1	Complete annual condition surveys and prepare 5 year and annual Capital Works Program for all classes of public infrastructure.	Council's Infrastructure Assets are reviewed every five years and this information is used to develop Council's five year Infrastructure Renewal Capital Works Forward Program. The program is reviewed annually and informs the annual Delivery Program and Operational Plan (DPOP).
5.7.2	Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Projects are delivered to Capital Projects to implement via Project Briefs from Asset Management. The progress of 59 nominated infrastructure projects for the Oct-Dec 2021 quarter (Q2) are detailed in the most recent Capital Works report.



Dillon Street Reserve playground, Paddington

Goal 6: Getting around

Strategy 6.1: Facilitate an improved network of accessible and safe alternate transport options.

Ref	Priority	Comments
6.1.1	Provide for sustainable, safe convenient and efficient local movement of pedestrians, cyclists and vehicles.	Council's transport networks are reviewed on an on-going basis to ensure that they provide for the sustainable, safe and convenient movement of people and vehicles. The Woollahra Integrated Transport Strategy is currently being developed and will consider the provision of safe and efficient transport networks.
6.1.2	Convene and service the Woollahra Local Traffic Committee and implement actions arising from this Committee's recommendations as adopted by Council.	The Woollahra Traffic Committee is held on a monthly basis and operates in accordance with RMS Guidelines and legislation. The actions arising from the Traffic Committee are prioritised and implemented once they are endorsed by Council's Finance, Community & Services Committee.
6.1.3	Implement actions arising from the Woollahra Integrated Transport Strategy (once Strategy has been adopted by Council).	The Draft Integrated Transport Strategy (ITS) was placed on public exhibition in April 2021. Feedback received from the public is currently being considered by Council's Traffic Engineers and incorporated into the final Strategy report. The Draft Active Transport Plan (ATP) is currently being reviewed and finalised. A Councillor Briefing on the Draft ATP will be scheduled to occur in February/March prior to both the Draft ITS being reported to Council for adoption and the draft ATP being reported to Council seeking approval to be placed on public exhibition.

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


Ref	Priority	Comments
6.2.1	Maintain public parking infrastructure and parking across the municipality.	Parking is reviewed by Council's Traffic Section on an on-going basis. Parking reports are prepared for the consideration of the Woollahra Traffic Committee and Council's Finance, Community and Services Committee. A review of the Resident Permit Parking areas in Darling Point is scheduled to commence in 2022.
6.2.2	Provide parking enforcement services.	Routine parking patrols are undertaken across the LGA, as well as responding to customers' specific requests. For the half year to 31 December 2021 Council's parking patrol services were again impacted by COVID-19 with a focus on safety matters, complaints and patrols of the commercial/business zones. During the half year; <ul style="list-style-type: none"> 15,566 street parking infringements were issued, with over 30% of the infringements being for 'No stopping' and 'No Parking' offences and a further 29% being for 'parking continuously for longer than permitted'. 2,188 infringements were issued in Council carparks, with almost 80% being for 'fail to comply with terms of notice'.

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

Ref	Priority	Comments
6.3.1	Provide services and programs to support improved and accessible public transport.	Council has supported various NSW Government Initiatives to support improved and accessible public transport. Council also supports improvements and upgrades to various Ferry Wharves across our municipality and is working with TfNSW on planned upgrades for the ferry wharves in Double Bay and Darling Point.
6.3.2	Maintain and upgrade where possible, public transport facilities.	Council advocates for the NSW Government to upgrade public transport infrastructure. Council is considering pedestrian infrastructure improvements to and from the Double Bay and Watsons Bay Ferry Wharf.
6.3.3	Fund Holdsworth Community Centre and Services to conduct individual and community transport services throughout the Municipality.	Holdsworth continues to conduct individual and community transport throughout the Municipality with support from Council.

Strategy 6.4: Reduce traffic congestion, noise and speeding.


Ref	Priority	Comments
6.4.1	Reduce vehicle speed and traffic congestion through the introduction of traffic management facilities.	Traffic management facilities are implemented as part of the Annual Traffic Capital Works Program which is based on Council's adopted Traffic Management Strategy and Bicycle Strategy. These strategies provide a framework for the installation of traffic calming treatments and cycling infrastructure on local roads within the municipality aimed at reducing speed, traffic congestion and improving safety for all road users. The progress of 7 traffic infrastructure projects from Oct-Dec 2021 quarter (Q2) are detailed in the most recent Capital Works report.

Action / Deliverables	Stage / Measure	Status	Comments
Pedestrianisation and Traffic Calming works for Rose Bay. (Notice of Motion 29/09/2020)	Preparations	Not yet commenced 	The Draft Active Transport Plan (ATP) is due to go to public exhibition in Q4 2021/22, which considers a number of these matters. Response to this Notice Of Motion will be reported along with the final ATP back to Council.

Goal 7: Protecting our environment


Strategy 7.1: Protect natural landscapes, systems and biodiversity.

Ref	Priority	Comments
7.1.1	Plan and implement strategies and initiatives to enhance natural landscapes and systems.	Actions from Council's Biodiversity Strategy are implemented into the workflow of our Bush Regeneration team. The sustainability team and bush team work closely to achieve results in this area. Examples of this collaboration includes the review of the existing water management systems within and above Cooper Park and planting throughout Gap Park, Signal Hill Reserve and at the Cooper Park amphitheatre.
7.1.2	Implement a prioritised program of capital improvements to natural areas.	Capital improvements throughout our natural areas are implemented with the guidance of our asset register and Biodiversity Strategy. The completion of the Gap Park tram pathway is an example of an improvement throughout a natural area.
7.1.3	Educate and partner with the community on the protection of natural areas and waterways, including Bushcare.	Councils' Bushcare program continues to be affected by the COVID pandemic, but was able to recommence in December 2021. On-line educational material and learning experiences have been facilitated during this time. We facilitate groups at the following locations; Cooper Park, Gap Park, Harbour View Park, Parsley Bay, Trumper Park, Paddington Community Nursery. Councils' Harbourcare program has continued, with community and business groups volunteering to remove litter from our beaches. We have continued our community education program via webinars and Council's Environmental E-News, with webinars about marine life in Woollahra, microbats, and 'What to Plant Where' which focussed on species selection for canopy and cooling.
7.1.4	Provide scheduled tree maintenance programs and services and respond to customer needs.	All public trees are inspected annually with required maintenance scheduled as part of our proactive program.
7.1.5	Implement actions from the Biodiversity Conservation Strategy.	During this reporting period, a habitat restoration program has been designed for Rose Bay Park which will be implemented next quarter. Maintenance has been undertaken to ensure establishment of the new habitat planting behind the Rose Bay Community Garden. A joint program with Landcare and the Woollahra Golf Club has been designed, aiming to restore habitat within the Golf Club. The seahorse monitoring program continued with three surveys completed, the surveys have observed a healthy breeding population of the endangered White's Seahorse.

Action / Deliverables	Stage / Measure	Status	Comments
Undertake biennial biodiversity and environmental monitoring program.	On schedule	On track 	Ecological consultants have been appointed to undertake the biennial biodiversity and environmental monitoring program. The monitoring commenced in December 2021.

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

Ref	Priority	Comments
72.1	Continue the implementation of Council's Biodiversity Strategy.	Work has continued on implementation of projects from the Biodiversity Conservation Strategy. The focus this reporting period has been to appoint ecological specialists who have now commenced biodiversity monitoring in Council parks and reserves. A partnership project with Landcare was completed at Cooper Park, to regenerate an area of bushland. The National Tree Day event for community was unable to proceed due to COVID-19, however staff were able to undertake the planting of over 1,500 plants at Signal Hill.

Action / Deliverables	Stage / Measure	Status	Comments
Implement tree planting projects in line with Council's Conservation Biodiversity Strategy, namely identifying planting opportunities and striving to plant over 1,900 trees annually.	On schedule	On track 	Council staff have undertaken two large planting projects this half year, one at Signal Hill planting in excess of 1,500 plants, and one at Cooper Park planting around 2,900 plants.

Strategy 73: Support cleaner, healthier waterways including improved water quality and healthy water catchments.

Ref	Priority	Comments
73.1	Implement a five year Capital Renewal Program for stormwater drainage infrastructure and Environmental Works Program for water quality improvement.	Stormwater Drainage Infrastructure Program has been developed and is based on various Council Flood Studies and Flood Risk Management Studies and Plans. Details of individual projects are reported in the Capital Works report to Council each quarter.
73.2	Undertake water quality monitoring for public waterways.	Water quality monitoring is being undertaken as part of Council's Biodiversity and Environmental Monitoring Program and has been collected in this quarter, with the full report due in the next quarter. NSW DPIE Beachwatch continues to undertake water quality monitoring at Council's swimming beaches. The Annual State of the Beaches Report, released in October, showed that all beaches in Woollahra were rated 'Good' or 'Very Good'. This is an improvement for Rose Bay beach, which increased from a 'Poor' rating to 'Good'.
73.3	Provide street cleaning services to prevent litter and dirt entering the stormwater drainage system.	Maintenance and service program for street cleaning continues on a monthly basis in residential streets. High traffic areas and known 'hot spots' are cleaned on a fortnightly or weekly basis. 284 tonnes of street litter has been collected over this reporting period. This is slightly higher than the corresponding period last year.

Ref	Priority	Comments
7.3.4	Implement the Stormwater Asset Management Plan.	Update to the Stormwater Asset Management Plan to incorporate information from Council's adopted Floodplain Risk Management studies is underway.
7.3.5	Ensure that erosion and sedimentation controls are in place for new development where there is potential for the escape of sediment into the drainage system.	For the half year to 31 December 2021 Council's Rangers investigated the following customer requests with regard to building sites; <ul style="list-style-type: none"> • 9 requests for sediment control; • 31 requests for air pollution issues, including dust related matters; and • 15 requests for water pollution issues including building site discharges, wash-downs and spills.
7.3.6	Take appropriate and timely action in response to pollution incidents.	During the half year to 31 December 2021, 39 customer requests were investigated by Council's Rangers and Environmental Health Officers relating to potential water pollution incidents.


Strategy 7.4: Ensure that premises which have the potential to impact on human health and safety are operated in accordance with relevant standards and statutory requirements.

Ref	Priority	Comments
7.4.1	Inspect food premises twice per year to ensure compliance with food safety standards.	At the end of the half year to 31 December 2021 there were 376 recorded food premises in the LGA. The following food control activities were completed during the half year that was again impacted by COVID-19 restrictions; <ul style="list-style-type: none"> • 65 primary inspections were carried out; • 11 re-inspections were carried out; • 4 food notices/orders were issued; • 19 customer requests were investigated; and • No penalty infringement notice was issued.
7.4.2	The necessary certificates are submitted to Council and registers maintained in relation to fire safety, regulated air conditioning systems, hair dressers, mortuaries and skin piercing premises.	For the half year to 31 December 2021 Council's Health Premises and Fire Safety registers confirmed the following; <ul style="list-style-type: none"> • 123 health premises were recorded; • 6 health premises inspections were carried out; • 63 regulated cooling tower/warm-water systems were recorded; and • 794 complete annual fire safety statements were lodged with Council.
7.4.3	Operate an effective swimming pool safety program.	For the half year to 31 December 2021 the following activities were carried out pursuant to Council's swimming pool safety program; <ul style="list-style-type: none"> • 16 swimming pool inspection requests were determined; • 2 swimming pool exemption applications were determined; • 3 swimming pool fencing customer requests were logged; and • 4 swimming pool fencing notices/orders were issued.

Goal 8: Sustainable use of resources

Strategy 8.1: Reduce greenhouse gas emissions and ecological footprint.



Ref	Priority	Comments
8.1.1	Provide policy and planning initiatives based on the principles of Ecologically Sustainable Development (ESD).	During this half of this year, the planning projects addressing this priority were the progression of the Tree Canopy and Urban Greening controls.
8.1.2	Provide programs and projects to reduce local greenhouse gas emissions and ecological footprint.	Auditing of Council's carbon footprint for the financial year 2020/21 is complete. Climate Active Certification has been obtained, meaning that Woollahra Municipal Council is confirmed as carbon neutral for its business operations in 2020/21. Projects to reduce community carbon emissions continued to be implemented and developed, including two workshops to educate the community about rooftop solar and batteries, and a webinar about electric vehicles. Roll-out of the Apartment Energy Saving Program continued.

Action / Deliverables	Stage / Measure	Status	Comments
Participate in and implement projects arising from the Three Council Project Regional Environment Program, such as delivering the Solar My Club, Solar My School and Business Sustainability Programs; and supporting community uptake of electric vehicles by providing public charging facilities.	On schedule	On track 	The Three Councils Regional Environment Program continued the following projects: <ul style="list-style-type: none"> • Solar My School Program • Solar My Club Program- installations planned for Wolper Hospital, Goethe Institute and Emmanuel Synagogue • Energy Smart Cafes Program- trialing a new program to reduce the footprint of local cafes. • Compost Revolution- 27 compost bins and worm farms delivered • Grow it Local • WaterFix Strata- water saving project commenced targeting high water using apartment blocks. • Eastern Suburbs EV Charging Network – installation at Goodhope Street Paddington complete.

Ref	Priority	Comments
8.1.3	Coordinate Council's Environmental Grants Program.	The environmental grants projects for 2021/22 are underway.

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



Ref	Priority	Comments
8.2.1	Participate in projects that respond to the effects of climate change, including the effects of sea level rise.	Council continues to participate in two Coastal Management Programs (CMP) - the Eastern Beaches CMP and the Greater Sydney Harbour CMP. A sea level rise study in partnership with Waverley and Randwick has been completed which assesses the sea level rise risks to Councils assets.


Action / Deliverables	Stage / Measure	Status	Comments
Develop Coastal Management Programs for the Woollahra LGA by progressing the Eastern Beaches Coastal Management Program and Sydney Harbour Estuary Coastal Management Program.	On schedule	On track 	Sydney Coastal Councils Group, the lead governance organisation in coordinating the Greater Sydney Harbour CMP, has received a grant to continue developing the CMP. Council staff will sit on the partnership group for this CMP.
Implement actions adopted by Council to address the climate emergency, such as maintaining Council's carbon neutral certification under the Climate Active Program.	On schedule	On track 	Council's Climate Active Certification has been confirmed for 2020/21, maintaining carbon neutral status. This half year Council adopted an aspirational target of community net zero emissions by 2030. Council also joined the Cities Race to Zero program. Council continues to reduce operational emissions, in this reporting period a battery and additional solar were installed at the Redleaf Council buildings.

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


Ref	Priority	Comments
8.3.1	Encourage greater community participation in waste reduction, recycling and composting initiatives.	Council's website is regularly updated with detailed information on re-use and recycling options for all waste categories. A new and refreshed page for our organics recycling has been developed and made live. There are regular features in E-news relating to recycling and re-use alternatives for residents. Participation with SSROC in providing regional education campaigns to provide generic communication to all residents and visitors. Council continues to promote our FOGO service and roll out kitchen caddies. The compost revolution program continues to encourage composting and worm farming at home. Council's E-waste collection service is on-going. A new service has been planned to cater for problem waste items which will run as a drop off event. There are 4 scheduled drop off events throughout 2022 hosted at the Woollahra/Waverley depot in partnership with Waverley Council.

Ref	Priority	Comments
		The battery collection bin at the Woollahra library continues to be a success and investigations into expanding this service with additional items is underway.

Action / Deliverables	Stage / Measure	Status	Comments
Carry out the household clean-up collection service with collection of non-recyclable bulky household items from 11 defined zones covering the Woollahra LGA, totalling 3 collections per zone annually.	966 tonnes collected over 11 clean-up zones; 1 clean-up per zone during this reporting period	On track 	During this reporting period 966 tonnes of clean-up waste was collected. There were 1,618 mattresses collected and recycled. The problem waste events scheduled for this period were cancelled due to COVID-19 public health regulations.
Participate in regional waste avoidance/reduction recycling projects and events, such as National Recycling Week, Clean Up Australia Day, Second Hand Sunday and The Garage Sale Trail.	Garage Sale Trail completed with an estimated 2,813.4kg diverted from landfill	On track 	The Garage Sale Trail had 79 garage sales/stalls (23 garage sales and 56 stalls) registered in our municipality, which was estimated at 9,378 kg items reused locally (30% of which would otherwise have gone to landfill). This year, Garage Sale Trail also hosted online workshops aiming to promote sustainable lifestyle choices. There were 25 registered participants from our municipality. During National Recycling week we promoted 6 top recycling myths via the Woollahra Newsletter, Facebook and Twitter posts. The EPA's Chemical Cleanout was also advertised via our events webpage and newsletters. We have implemented one of the actions that came from the textile waste workshop which is to recycle Council's textile waste staff uniforms and Street banners. Collections bins are now available at our depots where staff can deposit their old Council uniforms for recycling. The uniforms are being recycled by WornUp. Investigations into recycling our fabric street banners has also taken place. The most likely options will either be to donate to a re-use facility like Reverse Garbage or have them made into bags which we can use as giveaways (at the library/events). An article was published for Plastic Free July and listed some alternatives ways residents could go plastic free.


Action / Deliverables	Stage / Measure	Status	Comments
Encourage the recycling through the E-Waste service and problem waste drop off via 4 joint collections days with Waverley Council per year for problem waste.	5.7 tonnes e-waste collected; x2 events cancelled this period.	On track 	Our e-waste service now has the scope to allow all kinds of e-waste items where previously only televisions and computers/related parts were accepted. Items like vacuum cleaners, coffee machines, blenders, power tools etc. are now accepted as part of the service and information has been added to our website. The E-waste collection recorded 703 bookings during this reporting period and 5.7tonnes collected. The Problem Waste events scheduled for this time period were cancelled due to health regulations regarding COVID-19. However events will be resuming in 2022. Our next event has been planned for February 26, 2022, in partnership with City of Sydney and Waverley Council. City of Sydney were originally running these events branded "Recycle It Saturday" at their depot. The event will remain exactly the same with the same branding/advertising and will allow for Waverley/Woollahra residents to attend. If successful, we will continue this arrangement with events being held quarterly.

Ref	Priority	Comments
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.	Council carries out educational programs for schools, residents and businesses as required. These programs are designed to target specific areas of concern for the community using the waste avoidance hierarchy and are aligned to national events, such as Clean Up Australia and local events such as waste drop off days.

Action / Deliverables	Stage / Measure	Status	Comments
Carry out education programs to relevant stakeholders, with the aim of litter collection devices and services throughout the LGA increasing by 5% each year (% by volume).	On schedule	On track 	A waste audit was undertaken in December by EC Sustainable as part of monitoring our progress with food capture in our green bins. The results of this audit will be available in February 2022. The Kitchen to Compost rates notice in July re-sparked interest in kitchen caddies and compostable bags. The deliveries have been completed with almost all stock of compostable bags being exhausted and approximately 1,000 caddies remaining from original order of 10,000. Caddies will now be available for

Action / Deliverables	Stage / Measure	Status	Comments
Carry out education programs to relevant stakeholders, with the aim of litter collection devices and services throughout the LGA increasing by 5% each year (% by volume).			collection from Council chambers for residents that would like them. The childrens' artworks post competition have now been applied to two of our garbage trucks. We held a photoshoot with all the children and the trucks in Rushcutters Bay in November and published an article in the December edition of Woollahra News. We also interviewed residents and building manager at Eastpoint Towers (one of our largest apartment buildings) and published a celebratory article on their successful implementation strategy and engagement with the food waste service. Unfortunately we have had no luck with the KAB waste education program for schools. Onsite workshops could not go ahead, as a result online workshops were offered, but none taken up. We will continue to work with KAB in 2022 once schools are back to face to face learning. Our battery bins captured 60kg of batteries for recycling during this period. At the end of this period all residents were sent their clean-up dates for 2022 in a new brochure format which provides not only the clean-up dates, but also information on our e-waste service, kitchen to compost, reuse and hazardous waste options.

Ref	Priority	Comments
8.3.3	Conduct cost effective and efficient waste collection and recycling to residents and businesses.	5,679 tonnes of domestic waste was collected in the reporting period. This is 66 tonnes less than the corresponding period last year. 2,936 tonnes of recycling was collected over the 2 quarters, which is 131 tonnes less than the previous year.
8.3.4	Conduct organics recycling services.	Organics service provided to all residents 2,144 tonnes of organics have been collected in the reporting period, which is 72 tonnes more than the corresponding period last year.

Action / Deliverables	Stage / Measure	Status	Comments
Encourage the recycling of organics through the 3 Council Compost Revolution, with the aim of a 5% increase on the 242 tonnes of organic waste diverted from landfill in 2019/20.	130 tonnes of organic waste from landfill (53.7% of annual target)	On track 	The compost revolution program is on-going and has continued to be advertised via social media, Council newsletters and our website. A composting workshop was held in December and another scheduled for March 2022. This period we were able to divert 130 tonnes of organic waste from landfill.

Strategy 8.4: Reduce local water usage by Council and on private property.

Ref	Priority	Comments
8.4.1	Encourage greater community participation in water savings initiatives.	Woollahra Council, via the 3 Council Regional Environment Program, has entered an agreement with Sydney Water to roll out the WaterFix program to our highest water using apartment blocks. 94 properties across the eastern suburbs have registered to participate to date. The program involves an audit of water use and replacement of fittings, which is paid back via water bill savings.
8.4.2	Implement the Environmental Education Program for each year.	The environmental education program for 2021/22 is underway. The majority of workshops are being undertaken as webinars, due to the ongoing pandemic. In this reporting period webinars have been held covering the following topics: rooftop solar and batteries, electric vehicles, microbats, marine life of Woollahra, 'What Plant Where'. Two school sessions were held by the Eastern Suburbs Sustainable Schools Network focussed on nature play and waste minimisation. Council is assisting schools to participate in the Climate Clever program and Worn Up uniform recycling program. A community nature trail was developed for Trumper Park.
8.4.3	Educate the community to reduce use of potable water.	Woollahra Council, via the 3 Council Regional Environment Program, has entered an agreement with Sydney Water to roll out the WaterFix program to our highest water using apartment blocks. 94 properties across the eastern suburbs have registered to participate to date. The program involves an audit of water use and replacement of fittings, which is paid back via water bill savings.


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

Ref	Priority	Comments
8.5.1	Integrate water sensitive urban design into local infrastructure and development.	Raingardens are integrated into new infrastructure developments where feasible. The eleven raingardens that have been installed by Council to treat stormwater are maintained monthly and are functioning well, removing a substantial amount of pollutants each month. This reporting period an audit of pit litter baskets was undertaken in the Cooper Park catchment and repairs completed to ensure they are operating at maximum capacity.

Goal 9: Community focussed economic development




Strategy 9.1: Encourage vibrant and vital local suburbs, villages and neighbourhoods that support a healthy economy.

Ref	Priority	Comments
9.1.1	Plan and implement strategies and initiatives to enhance natural landscapes and systems.	Councils' Environment & Sustainability team continue to implement strategies such as the Biodiversity Plan to enhance natural landscapes and systems. They work closely with Councils' operations team to implement many of these actions.
9.1.2	Encourage economic development in business and retail centres	Placemaking is seeking to prepare a draft Night Time Economy Strategy in late 2022. Informal consultation (conversations with businesses and business representatives) commenced in November 2021 on a range of matters that relate to the development of the strategy. An important challenge for Council to resolve is how to facilitate and plan for vibrant alfresco dining experiences, day to day activation within Public Space (eg Guilfoyle Park, future Knox Street Plaza), and programmed events in Double Bay whilst minimising and mitigating adverse noise impacts on existing residents within Double Bay Centre. Work has commenced on the Woollahra Local Approvals Policy. This has included the development of a range of proposed temporary uses, and framework around policy components. The Manager Placemaking presented this to the Executive Leadership Team in October 2021. It is proposed that internal consultation commence in March 2022.


Action / Deliverables	Stage / Measure	Status	Comments
Undertake Oxford Street Paddington business management.	Awaiting commencement date	On track 	In December 2021, Council was successful in its application for the \$2,500 grant for Small Business Month. The funds will be used to deliver a business event in collaboration with the rescheduled Small Business Month in March 2022. The Manager for Placemaking has met with the new President and board members of the Paddington Business Partnership in December 2021 to discuss plans and priorities for 2022. The provision of business support continues through economic reporting, updating of the business portal, distribution of the Small Business Newsletter.
Improve Rose Bay Centre by exploring funding opportunities and developing a Place Plan (Council Resolution 22/06/2020)	Post-exhibition review	On track 	The Draft Rose Bay Place Plan 2022-2025 was endorsed by Council to proceed to Public Exhibition between November 24 2021 and January 14, 2022. During this time, Council received sixteen (16) submissions. Placemaking will table a report to EPC in March with a summary of submissions, proposed amendments to the draft, and a recommendation





Action / Deliverables	Stage / Measure	Status	Comments
			for adoption. Council has been successful in its application for \$15k for the Summer Night Fund and has been shortlisted for the DPIE Streets as Shared Spaces Program (\$500k). Both proposals have been informed by proposed actions within the Draft Rose Bay Place Plan 2022-2025



Ref	Priority	Comments
9.1.3	Manage and promote open space and foreshore areas with high visitation rates.	During the COVID-19 pandemic Council's open spaces continue to be highly utilised. The Council website is our major promotional means for Council's open space and foreshore areas. We manage these bookings through a centralised system whereby we balance the community needs against formalised bookings.
9.1.4	Implement the strategies, priorities and actions for which the Council is responsible for in the Double Bay Place Plan.	<p>Council's Manager Placemaking has been working alongside an events producer and Fortis Group (owner of new Restaurants Margaret & Roxy) to produce a range of new one off and recurring events within Double Bay. Three events, proposed to be funded and produced by Fortis Group are being planned for 2022. This includes a small scale food event, a live music event, and a large scale 'Flavours of Double Bay' (FODB) which is, informally, produced as a replacement/ next iteration of the Double Bay Festival (DBF). FODB would replace the event formally produced by the Sydney East Business Chamber (now defunct).</p> <p>In November 2021, Council commenced planning stages, with a range of stakeholders, to implement new tree lighting around Guilfoyle Park. Funded by Fortis Group, Placemaking commenced planning stages for new bud lighting treatments to 8 trees around Guilfoyle Park and along Bay Street. With an overarching view to activate the Bay Street corridor, after dark, and to bring activation to new ground floor retail / food and beverage offerings, the tree bud lighting is consistent with existing bud lighting treatments within Double Bay (Steyne Park, Cross Street, Knox Street) and meets the objectives of the 2016 Double Bay Lighting Strategy. The proposal also seeks include repairs to two trees on the corner of Knox Street and Bay Street. The proposed completion date for this project is Early March 2022.</p> <p>The Woollahra Double Bay Uniting Church Community Oasis (Public Art Project located behind Indigo Cafe), funded by Woollahra's Placemaking Grants, was completed and launched in November 2021.</p>

Action / Deliverables	Stage / Measure	Status	Comments
<p>Conduct quarterly business education forums to assist businesses to improve merchandising, marketing and customer service and respond to new and emerging business issues. (Double Bay Place Plan 2019-2023 [DBPP Priority 5.1.1])</p>	Preparations	On track 	Small Business Month, typically in September, was rescheduled to March 2022. Council will host a 1.5 hour online webinar for small businesses with a panel of leading night time economy advisors and local hospitality experts to provide discuss how businesses can bounce back after COVID-19.
<p>Implement activities and public domain improvements that will maintain, enhance and activate the laneways of Double Bay, such as improving waste management in laneways; and engaging with owners to implement Kiaora Lane plan. (Double Bay Place Plan 2019-2023 [DBPP Priority 3.7.1])</p>	On schedule	On track 	<p>The Manager Placemaking is providing place based / design advice to the Knox Street Plaza working group and incumbent Landscape Architect- Aspect. This project, which is to be completed by December 2022, will enable a suite of public domain improvements including public domain treatments, lighting, public art, landscaping, new services and amenities. The scope considers adjoining laneways to Knox Street in Double Bay. The exact types of public domain improvements and activation opportunities will be articulated at a later detailed design stage.</p> <p>Additionally, Placemaking is coordinating with Fortis Group on the Guilfoyle Lighting Project which seeks to, in accordance with Council's 2015 Lighting Strategy and consistent with existing light within Double Bay, introduce new bud lighting Trees in Guilfoyle Park. This is an initiative that is being funded by Fortis Group, with advice from Placemaking and Open Space. March is the target completion date. Placemaking has not introduced any initiatives to improve waste management in Kiaora Lane.</p>
<p>Subject to feasibility, outcome of EOI process and Council consideration, progress the redevelopment of the Cross Street carpark / cinema. (Double Bay Place Plan 2019-2023 [DBPP Priority 3.9.1])</p>	Preliminary investigation / Scope of works	On track 	EOI submissions are being evaluated by the panel with an external probity consultant. Report to be submitted to Council in February 2022.

Ref	Priority	Comments
9.1.5	Implement actions and projects for Oxford Street and Paddington.	<p>The Manager Placemaking has met with the Paddington Business Partnership (PBP) in late 2021 to identify new locations for a PBP hub. Given uncertainty around large scale events, PBP have communicated a shift toward marketing and promotion of our Centres at least for 2022. Currently, multiple small business events, workshops, networking events are held within a few select businesses. Whilst this has been helpful, it is unsustainable in the long term. Council is working with PBP to identify public and potentially private spaces, that can be leveraged for small scale events. The Manager Placemaking will update Councillors via the Oxford Street & Paddington Working Party in Q3 2021/22.</p> <p>Council continued its support to Head on Festival through the 3rd year of funding to the event. Due to COVID-19, the 2021 event changed in terms of its scope, and largely operated in a virtual capacity. Council's \$25,000 contribution assisted head on with event staffing, exhibition infrastructure and installation, indigenous curation, copywriting, and public relations. Additionally Council's \$35,000 in kind contribution included promotion and marketing in the form of street banners (design, printing, installation, dismantling), and other cross-promotional support through EDM's, social media, and other print media.</p> <p>Despite COVID-19 limiting event production, Placemaking has used the second half of 2021 to promote future activation and event opportunities. Noting that an events review is being undertaken by Community and Culture, the Manager Placemaking has met with a number of event producers and businesses to discuss outsourced event opportunities between July and December 2021. The Manager Placemaking will update Councillors via the Oxford Street & Paddington Working Party in Q3 2021/22.</p>

Action / Deliverables	Stage / Measure	Status	Comments
<p>Activity levels within Oxford Street are monitored using available mechanisms, such as Wi-Fi and social media use regularly reported to stakeholders; Counts of vacant and 'for lease' shops are undertaken regularly and reported to stakeholders; Procurement of IT to incorporate opportunities for measurement/ monitoring of activity levels applying Smart City principles. (Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 1.3])</p>	On schedule	<p>On track</p> 	<p>Council's Economic Development Officer has recently undertaken an occupancy audit of all businesses along Oxford Street (and the wider LGA) in December 2021. The data is currently being checked and measured against 2020 occupancy audit. The 2021 occupancy data will be circulated internally and provided to Councilors in March/ April 2022.</p>

Action / Deliverables	Stage / Measure	Status	Comments
<p>Work with the owners of the 'Young Street Plaza' to create a more activated space with events &, at other times, a welcoming space for quiet contemplation; Support & encourage start-up businesses, boutique retailers, artists & other creatives to temporarily use vacant retail spaces. (Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 2.2])</p>	In draft	Delays 	<p>Due to COVID-19, and the state imposed lockdowns throughout 2021, there has been no progress on any event related planning. Specifically, planning for events and activation in key public spaces has been challenging throughout 2021.</p> <p>A Façade Improvement Program has been proposed as an action within the Draft Rose Bay Place Plan 2022-2025</p>
<p>Animation of public spaces by facilitating the use of public spaces for Placemaking related activities including simplification of approval and permit processes. (Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 3.4])</p>	Preliminary investigation / Scope of works	Delays 	<p>Despite COVID-19 limiting event production, Placemaking has used the second half of 2021 to promote future activation and event opportunities. Noting that an events review is being undertaken by Community and Culture, the Manager Placemaking has met with a number of event producers and businesses to discuss event opportunities in 2022.</p> <p>With limited resources to deliver events in house, Placemaking has investigated strategic event partnerships with: Fortis Groups (Margaret & Roxy), Hotel Rose Bay, and a suite of other small scale providers.</p>
<p>Enhance footpath environments to make pedestrian use more appealing by preparing and introducing a Local Approvals Policy (LAP) which exempts approval for the display of goods on footways. The LAP to include criteria for displays to be in keeping with the character of the area. (Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 2.4])</p>	Preliminary investigation / Scope of works	On track 	<p>The Manager Placemaking has briefed Executive Leadership Team on the proposed approach for the development of the Woollahra Local Approval's Policy. The purpose is to streamline the approvals processes for multiple temporary uses of our public spaces and footpaths and, at the same time, create a simple customer service experience for applicants.</p>
<p>Review the 'Visit Paddington' brand so it fits with the Oxford Street & Paddington vision and place story.</p>	On schedule	Fully complete 	<p>The 2022 Paddo Trails booklet has launched. Manager Placemaking has met with PBP/ Visit Paddington in January 2022 to discuss promotional and marketing strategy for 2022.</p>

Action / Deliverables	Stage / Measure	Status	Comments
(Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 4.1]) Prepare a promotional video aimed at tourism and showcasing Oxford Street & Paddington attractions and offerings and distribute it free to all local businesses and others who may be able to include it on their web site and other social media platforms. (Oxford Street & Paddington Place Plan 2019-2023 [OS&PPP 5.6])	Preparations	No progress 	Council has not produced any further promotional videos in this time. This is largely due to COVID-19, the closure of multiple businesses, and the subsequent lack of content opportunities. However, Placemaking has worked with Communications to continue other promotional items such as banners etc.
Complete feasibility study for Paddington Greenway and seek grant funding for implementation if found to be feasible. (Notice of Motion 10/02/2020)	Study completed	Fully complete 	The Paddington Greenway Feasibility Study has been completed and was presented to the Finance, Community & Services committee 13 September 2021. Detailed investigations and concept design for consultation currently being completed for the Rushcutters Creek section. This is anticipated to be reported to FC&S and Council in April/May 2022.

Strategy 9.2: Balance tourism demands with impacts on the community.

Ref	Priority	Comments
9.2.1	Ensure planning for high profile tourism areas considers and protects residential amenity.	This priority was addressed during the reporting period when Council adopted the Woollahra Local Housing Strategy 2021 on 25/10/2021.

Strategy 9.3: Maintain a high quality public domain to support and promote local business.

Ref	Priority	Comments
9.3.1	Provide services to meet community expectations in relation to the presentation of business centres and high profile areas.	Capital upgrades and maintenance work carried out to schedules and approved budgets. Waste infrastructure has been increased with the installation of larger street bins
9.3.2	Provide street furniture maintenance services.	Street furniture maintenance is carried out to a high standard.

Goal 10: Working together

Strategy 10.1: Improve communication with the community and increase awareness of Council's activities.

Ref	Priority	Comments
10.1.1	Provide professional publications, promotional material and media releases.	<p>For this period we continued to provide numerous updates to signage for parks, beaches and outdoor spaces and venues in relation to COVID-19 public health messaging and access requirements and associated messaging via social media, print media, advertising and digital communications. We have seen continued increase in views and traffic across all our communications channels during the pandemic. Some of our key projects for this period include:</p> <ul style="list-style-type: none">• promotion of Kitchen to Compost and Woollahra App (rate card insert and associated brochure and promotional material),• the introduction of an eNews to support small business during recovery from the pandemic,• support for our revitalisation grants,• Racism not Welcome campaign,• the Edgecliff Commercial Centre Strategy and• commencement of the Knox St public plaza. <p>Graphic design and promotional support for the launch of the new Woollahra Gallery at Redleaf was a priority in the later part of 2021. The summer edition of our printed newsletter was delivered to households in December.</p>
10.1.2	Provide educational tours for school children and community groups on local government processes and Council's role in the community.	<p>Due to COVID-19 there were no delegations or school visits during the reporting period.</p>

Strategy 10.2: Plan for the future for Woollahra.

Ref	Priority	Comments
10.2.1	Maintain a long term Community Strategic Plan for Woollahra.	<p>Council's Community Strategic Plan, Woollahra 2030, was adopted by Council in June 2018. A full review of the Community Strategic Plan has commenced following the 4 December 2021 Local Government election. The Community Strategic Plan is supported by Council's Delivery Program and Operational Plan which is reviewed and updated annually with progress reports on the Priorities and Actions within it, reported to the community at a minimum of twice a year.</p>



Strategy 10.3: Build and foster relationships, strategic networks and work collaboratively with all levels of government.


Ref	Priority	Comments
10.3.1	Work closely with the Southern Sydney Regional Organisation of Councils (SSROC) and other appropriate regional bodies to improve service efficiency and effectiveness and to promote Council's position on matters of common interest.	The GM continues to attend monthly SSROC General Manager meetings.

Goal 11: A well managed council

Strategy 11.1: Facilitate community led decision-making that is open, honest and ethical and benefits the broad community.

Ref	Priority	Comments
11.1.1	Undertake community consultation and engagement processes in Council decision-making and the delivery of projects.	Despite fewer ideal opportunities for engagement in this half of 2021, we embraced the opportunity to engage with residents online via Zoom and the response was good. The opportunity to connect online opened up engagement a different sector of the community and our webinars and surveys provided the community with the chance to engage with us at times that suited them. Our Community Engagement Officer provided ongoing support to departments in planning and delivering their community engagement projects. This included copy-writing, survey creation, strategic review and advice and online engagement updates, in addition to face to face support with pop-up community engagement opportunities. Specific projects included the Edgecliff Commercial Centre Strategy, Housing Strategy and Local Character discussion paper, Playspace Strategy, Active Transport, and early work on the Knox St pedestrian plaza. POMs (delayed awaiting Govt. response) An in-house training session with key staff was held to discuss best case scenario hybrid engagement during a pandemic. Regular updates were provided to ELT to improve consultation engagement coordination and cross-Divisional support and input.


Action / Deliverables	Stage / Measure	Status	Comments
Support and guide the implementation of community engagement through training & development, resource kits, support hours and engagement calendar.	On schedule	On track 	Community engagement training and support is on-going. During the reporting period there were 5 new consultation projects. Of these, the Edgecliff Commercial Centre Strategy consultation project generated the most community interest, prompting 123 submissions, 80 map pins and comments and 186 webinar views.
Develop Council's online engagement platform 'Your Say' and promote engagement participation to achieve 18% growth in new user registrations based on 31 March 2021 benchmark of 1,666 users; and 10% growth in site visits based on 2019/20 benchmark of 5,899.	10.3% of 18% yearly growth target for users achieved; 15% achieved in yearly growth in site visits, 5% higher than the 10% target	On track 	During the reporting period, 'Your SayWoollahra' registered users increased by 10.3% with a 15% increase in visits to the site. 6,800 visits and 323 online contributions were made on our 'Your SayWoollahra' pages for this period, noting that some users visit the site to find out more and do not proceed to lodging a submission or commenting.

Action / Deliverables	Stage / Measure	Status	Comments
Use a range of communication channels to promote our services, projects and assets	On schedule	On track 	We have seen an increase in use across all our communication channels during the pandemic. Despite the absence of in-person events we have used this time to generate content on local parks, walks and other service and community initiatives to build our audience and deliver useful, engaging content (including public health messaging). Local Government elections and NYE website content proved the most popular for this half of the year- as it was local and directly relevant information.

Ref	Priority	Comments
11.1.2	Provide organisational support systems that facilitate transparent and democratic decision-making.	Council promotes open meeting processes where members of the public can attend Council and/or Committee meetings (via zoom at present given COVID-19). Members of the public may address the Councillors on any matter on Committee Agenda's. Meeting Agendas and Minutes are accessible via Council's website: https://www.woollahra.nsw.gov.au/council/meetings_and_committees

Strategy 11.2: Develop and maintain effective reporting systems that enable Council to measure and report on performance.

Ref	Priority	Comments
11.2.1	Ensure Council maintains a transparent and integrated planning and reporting (IP&R) framework that is legislatively compliant and facilitates effective decision-making.	The NSW Office of Local Government (OLG) released updated Guidelines and amendments to legislation relating to the integrated planning and reporting framework on 7 September 2021. Details of the key changes arising from the new Guidelines together with a recommended process and timeline for the review of Council's suite of IP&R documents by the new Council before 30 June 2022 will be presented to the new Council as part of its induction program.



Action / Deliverables	Stage / Measure	Status	Comments
Ensure compliance with the IP&R legislation and guidelines including planning for Council's Community Strategic Plan update, new 2021/25 Delivery Program and review of the Resourcing Strategy in conjunction with delivering the 2021- 25 Delivery Program.	In Draft	On track 	In the reporting period a review of the existing Community Strategic Plan 2018-2022, Delivery Program 2018-2022 and Operational Plan 2021/22 and Resourcing Strategy 2011-2021 was undertaken and is nearing completion. The review has focussed on opportunities for strengthening performance measurement, expanding opportunities for plain-language reporting, and identifying gaps with the new legislation and NSW OLG Guidelines. Councillors and the community will be engaged in the development of a refreshed suite of documents which will reflect the newly elected Councillors' strategic vision for the direction of Council. The first IP&R briefing with Councillors is scheduled for 9 February 2021.

Ref	Priority	Comments
11.2.2	Ensure council maintains a strong governance framework by continually reviewing Council policies and procedures for adequacy and currency.	Policies and procedures continue to be reviewed and updated as required to reflect legislative change, best practice and/or as per operational requirements.
11.2.3	Report regularly on Council's activities and achievements to the community.	<p>We continued to use a range of communication channels to reach our local community and provide regular updates on key initiatives through our website, social media, print and digital advertising, editorial (including a weekly Mayoral column), community noticeboard posters (updated monthly), signage, direct mail, monthly eNews, a seasonal print newsletter, events, engagement and LCD screen in our Customer Service Centre. The Mayor also participated in a regular radio interview with Eastside radio.</p> <p>During the last half of 2021, we saw an increase in social media, eNews and online engagement as we faced a decline in the events and activities as a result of the pandemic. With a strong emphasis on public health messaging and exploring the great outdoors – we saw an increase in interest around the content we curated on local walks, beaches, exercise and recreation spots, new playgrounds and environmental initiatives.</p> <p>Website stats for this period:</p> <ul style="list-style-type: none"> • Page Views: 946,480 • Unique Users: 221,130 • A 10% increase in traffic to our Clean Up Service page (with locals making the most of lockdown cleaning up opportunities!)

Ref	Priority	Comments
		<p>For eNews, we have an open rate of 46.5% which is well above the industry (government) % of 19.5%. Our click through rate is around 12%, well above industry average of 2.8% and our click to open rate averages around 30% compared to an industry average of 14%.</p> <p>For social media:</p> <ul style="list-style-type: none"> Facebook: Reach up 10%, engagement up 21%, new followers up 50% (growth rate) Instagram: Reach up 121%, new followers up 147% (growth rate). <p>Summer printed newsletter: 35,000 to households and local kiosks/ community services.</p>


Strategy 11.3: Maintain community access and effective participation in Council committees.

Ref	Priority	Comments
11.3.1	Provide effective support to manage the efficient operation of Council and other Committee meetings.	Agenda and Minutes for Council meetings, Committee meetings (i.e. Environmental Planning Committee and Finance, Community & Services and Strategic & Corporate Committee) and also Planning Panels (i.e. Application Assessment Panel and Woollahra Local Planning Panel) are published onto Council's HUB and Council's website within agreed service standards. Governance staff provide assistance to internal and external stakeholders as required.
11.3.2	Encourage community representation on subject based sub-committees.	Community representation on Sub-Committee and/or Working Party are determined by each Sub-Committee and/or Working Party Terms of Reference. Periodic reviews of each Sub Committee and/or Working Party is undertaken to review the operation of each Sub Committee and/or Working Party against their adopted Terms of Reference.

Action / Deliverables	Stage / Measure	Status	Comments
Develop an induction program for newly elected and returning Councillors following the 2021 Local Government Elections.	On schedule	On track 	Induction Program for new Council elected in December 2021 planned with delivery to commence in January 2022.
Coordinate the review and update of Terms of Reference for subcommittees and working parties.	On schedule	On track 	Review of Terms of Reference are being undertaken progressively for each of the Sub-Committee and/or Working Party, based on a newly developed template. Revised Agenda templates and Minutes templates are being developed for each Sub-Committee and/or Working Party to provide consistency.

Strategy 11.4: Maintain Council's strong financial position.

Ref	Priority	Comments
11.4.1	Effective management of Council's finances.	The September 2022 quarterly budget review was presented to Council its meeting in November 2022 which forecast a budget deficit for the full financial year of \$7 million including a \$3 million impact from COVID. Work is continuing on the identification of measures to improve the longer term structural budget issue with \$511k of annual savings being identified to date. Work has commenced on the development of the draft 2022/23 budget. The draft budget and December 2022 quarterly budget review will be presented to Council during the third quarter.


Action / Deliverables	Stage / Measure	Status	Comments
Commence a conversation with the community around a Special Rate Variation with the specific aim of funding for a pre-determined and agreed outcome e.g Streetscape improvements, environmental initiatives, infrastructure upgrades etc as well as long term financial sustainability.	On schedule	On track 	Council launched its Budget and Financial Sustainability page on Council's website which includes information on Council's financial challenges and what action is being taken to address them. This action includes looking at a potential application for a special rate variation. Further updates will be posted within this page which will be promoted through Council eNews and other publications. A more detailed engagement process is planned for April/May 2022 when the draft long term financial plan and other integrated planning and reporting documents are on public exhibition.

Ref	Priority	Comments
11.4.2	Manage the leasing and licensing of Council buildings.	Property Officers manage the leasing & licencing of Council buildings and ensure that all agreements are attended to in a timely manner. Some agreements have not been able to be renewed/retendered due to COVID-19 or until new Plans of Management are adopted by Council later this year in accordance with the new Crown Lands Management Act.


Strategy 11.5: Deliver high quality services that meet customer expectations.


Ref	Priority	Comments
11.5.1	Provide the best practice customer services in a timely and professional manner.	The customer service centre closed to the public from July 19 and reopened 25 October. During this time there were skeleton staff at chambers every day processing all payments and processing paperwork. All staff on the telephones worked from home. The Woollahra App was launched to the public on 2 August 2021. Visitor permit numbers reduced significantly with the second wave of Covid-19 in Q1, but have bounced back in Q2.

Service	FY 2019/20 (average)	1st Qtr 2020/21	2nd Qtr 2020/21	3rd Qtr 2020/21	4th Qtr 2020/21	FY 2020/21 (average)	1st Qtr 2021/22	2nd Qtr 2021/22	FY 2021/22 (average)
DAs and CDCs processed by Customer Service staff	240	272	269	186	248	244	291	325	308
Calls answered by Customer Service staff	19,927	21,155	19,417	19,734	18,798	19,776	18,563	19,399	18,981
Service standard for call answered	96%	95%	97%	96%	97%	96%	96%	97%	96.5%
Visitor permits and Daily permits issued by Customer Service staff	4,484	5,220	5,970	5,900	4,780	5,468	1,425	5,045	3,235
Parking permits issued by Customer Service staff	1,250	1,449	1,528	1,512	1,050	1,385	1,062	1,425	1,244



Action / Deliverables	Stage / Measure	Status	Comments
Transition all staff to utilising the Woollahra App web browser for all customer request management.	On schedule	On track 	Customer Experience staff training commenced in July 2021, with all staff completing training during the reporting period. Training will continue for new staff and refresher training scheduled. 950 CRMs were lodged directly by Woollahra customers, representing 9% of total CRMs lodged.

Ref	Priority	Comments
11.5.2	Provide for the effective planning and delivery of information technology services to enable efficient services to the community.	Multiple projects have been completed including the development of a Digital Transformation Strategy, the addition of service requests functionality in the Woollahra App for customers to self-serve and further development and testing of a parking permits functionality to be provisioned through the Woollahra App and integrated into the iConciergeCRM system.


Action / Deliverables	Stage / Measure	Status	Comments
Expand the usage of the Woollahra App to incorporate customer	In Draft	On track 	The parking permits module in iConciergeCRM has been developed and is currently in prototype form and being tested. The project completion is pending

Action / Deliverables	Stage / Measure	Status	Comments
<p>service request functionality.</p> <p>Review Council's 5 year Information Technology Strategy to ensure our electronic business systems continue to meet operational needs and community expectations.</p>	In Draft	<p>On track</p> 	<p>the results from the customer journey mapping exercise currently being lead by the Community and Customer Experience division.</p> <p>Further consultation on the Draft Digital Transformation and Smart City Strategy 2021- 2025 has been done with the Community and Customer Experience and Corporate Performance divisions. Further consultation with Planning and Place and Infrastructure and Sustainability is still pending. Once feedback from all divisions is collated, the draft strategy will be presented to the ELT for final approval.</p>

Ref	Priority	Comments
11.5.3	Maintain a highly skilled, productive, committed and customer focused workforce.	<p>Management of our workplace and people, during lockdown in its various phases, has been the dominant theme in our work this past six months. Crucial to this was the development of our vaccination policy ad the consultative process set up with staff and unions. Maintaining connections with and between staff has been a major challenge but the organisation continues to work cohesively with regular team consultations and frequent events encouraging staff participation such as the Woollahra Cafe.</p> <p>A second pulse survey was conducted and the results indicated that staff were generally adapting quickly and effectively to COVID-19 dictated developments. Planning for a major Staff Climate Survey commenced in this period with delivery proposed in March 2022.This will be the first such survey conducted since 2018 and will provide us with crucial data about the state of our workforce. Workplace Health and Safety (WHS) has been a major focus during this period with a complete overhaul of the existing systems and practices.</p> <p>We will be moving management of our WHS to our intranet (The Hub) and mounting a major effort to update safe practices and supporting guidance and documentation. SafeWork NSW conducted an inspection in October and this has assisted in identifying specific areas for improvement.</p> <p>Recruitment has continued to trend up with strong activity anticipated early next year as well. Turnover has increased slightly but we continue to attract good quality replacement candidates. Learning and development activity has been intense as we try new ways to deliver training on-line. We commenced work on developing an on-line Learning Management System (LMS) which will be implemented in the new year. All senior Managers and ELT completed their Leadership Program and this training will be extended to our next level of leaders in the new year. Work on implementing costs savings has commenced with HR collaborating with Civil Operations to develop a new Fleet Vehicle Policy.</p>

Action / Deliverables	Stage / Measure	Status	Comments
Administer our continuous improvement (Best Service) program. Strengthen the capacity of all departments to integrate continuous improvement techniques into their business operations.	6 staff submission received; 5 implemented	On track 	This program has been severely impacted particularly in the last three months of the reporting period by the lockdowns and our inability to resource the function. There were six improvements proposed by staff of which five have either been, or are in the process of, being implemented. Alternative arrangements for resourcing this program are being considered in the new year.
Design and implement contemporary workforce policies and practices that reflect our values and desired culture.	4 policies currently under review	On track 	Review of policies continues on a regular basis.

Ref	Priority	Comments
11.5.4	Implement and conduct a Service Delivery Review Program to identify improvements to services delivery, customer experience, develop performance measures to deliver value for money for our community.	Work has commenced on the actions identified in the Service & Financial Sustainability Review with annual savings of \$511,000 identified. A Service Review Plan has been developed for the 2021/22 financial year with the commencement of three reviews planned for January 2022.

Action / Deliverables	Stage / Measure	Status	Comments
Plan and commence a Service Review program to identify areas of the business where cost savings or income generation could be achieved without reducing our commitment to service.	On schedule	On track 	Three areas were identified for service reviews to be undertaken commencing January 2022: <ul style="list-style-type: none"> • Open Space Operations, • Waste Operations, • Business Centres and Street Cleaning.

Strategy 11.6: Minimise risk for Council and the community.

Ref	Priority	Comments
11.6.1	Maintain a risk management framework that achieves best practice in managing risks associated with Council's business activities.	<p>The Council has in place a Risk Management Framework (RMF) for 2016 to 2022. In responding to this Framework each Council Department is required to have its own Risk Management Plan (part of the Department's Business Assurance Plan) which is reviewed annually and progress is reported on a quarterly basis to relevant Divisional Director. A review of the existing RMF has been scheduled to occur in February/March 2022. Quotations from suitably qualified organisation to undertake review have been received with a view to appointing in January 2022. This review will inform the next iteration of the RMF for the period 1 July 2022 to 30 June 2026.</p> <p>The review will include a gap analysis between the current RMF and the recently released draft guidelines by the Office Local Government, titled Risk Management & internal Audit for local Councils in NSW, with a view to ensuring that the risk approach taken by Council and the RMF are aligned to these Guidelines.</p>
11.6.2	Maintain a corporate wide Business Assurance Framework to manage our systems/processes and risks to improve and protect Council's current and future performance.	<p>Council maintains a Business Assurance Framework that includes the operation of an Audit Risk & Improvement Committee (ARIC) and a comprehensive Audit Program. The five lines of defence that comprise Council's Business Assurance Framework are:</p> <ol style="list-style-type: none"> 1. Management 2. Strategic Framework 3. Audit Services 4. Audit, Risk & Improvement Committee 5. Finance, Community and Services Committee/Council. <p>Council has an Audit Management Software System to monitor our progress on the implementation of audit recommendations, to plan for future audits and to provide executive reports to management and the ARIC. Each Department is required to have a Department Audit Plan (part of the Department Business Assurance Plan) identifying the audits to be completed over the period 1 July 2016 to 30 June 2022 and progress is reported on a quarterly basis to relevant Divisional Director.</p> <p>It is expected that elements of the existing Council's business assurance approach may be changed, once the new Internal Audit & Risk Management Guidelines for all NSW Councils have been introduced by the Office of Local Government.</p>

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Council



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