



Woollahra Municipal Council

Annual Report

2015/16

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Our Integrated Planning Framework

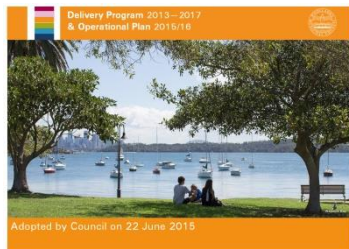
In October 2009, the NSW Government introduced a new integrated planning and reporting framework for local councils.

Woollahra Council's integrated planning and reporting framework comprises our Community Strategic Plan and our combined Delivery Program and Operational Plan, all supported by our Resourcing Strategy. Our Annual Report is our report to the community on our achievements for the year. Part 2 of our Annual Report focuses on the implementation of our Delivery Program and Operational Plan.



Woollahra 2025 is our Community Strategic Plan that has been developed by Council in consultation with the Woollahra community.

It presents a long term vision for Woollahra and is structured around five (5) broad interrelated Themes, each of which is supported by a range of Goals and Strategies.



Our Delivery Program and Operational Plan identifies a number of Priorities and Actions in response to the Themes, Goals and Strategies identified in Woollahra 2025, to relay Council's commitment to the community over the four year term (2013 to 2017) of Council. Council has combined its four year Delivery Program and annual Operational Plan into one document for ease of reference.

Quarterly progress reports are presented to the Council and community in relation to the Delivery Program and Operational Plan.



The Resourcing Strategy comprises Council's Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan.



Our Annual Report provides a year in review and is prepared within five months of the end of each financial year in accordance with the requirements of the Local Government Act 1993.



Our End-of-Term Report provides an update to the Community regarding how Council is progressing towards achieving the objectives of the Community Strategic Plan. This report is prepared at the end of each four year Council electoral term.

Delivery Program and Operational Plan – Key achievements for the year ended 30 June 2015

Part 2 of the Annual Report highlights our key achievements during 2015/16 in relation to our Goals, Priorities and Actions included in Council’s combined Delivery Program 2013 to 2017 and Operational Plan 2015/16.

The Local Government Act 1993 requires Council to report on the effectiveness of the principal activities undertaken and on achievements in implementing the Delivery Program and Operational Plan.

Council’s integrated planning and reporting Framework forms the structure for reporting to the community and is explained below.

The Community Strategic Plan, *Woollahra 2025*, presents a vision for the Woollahra Local Government Area and is structured around five (5) Themes. Themes are supported by Goals and Strategies.

Woollahra 2025 – Five (5) Themes are:



Our combined Delivery Program and Operational Plan supports *Woollahra 2025* by identifying Priorities and Actions to implement under each of the Themes, Goals and Strategies in *Woollahra 2025*. Priorities demonstrate Council’s commitment to the community by detailing what Council will do over the four (4) year term, 2013 to 2017, to achieve Goals and Strategies. Priorities are supported by one (1) year Actions which identify what Council plans to undertaken annually.

Snapshot of 2015/16 Actions

During 2015/16, Council reported on 107 Actions in the Delivery Program and Operational Plan.

As at 30 June 2016 44% were completed or in progress, 45% ongoing and 11% deferred or not commenced.

STATUS	# of Actions	%
Completed	21	20%
In Progress	26	24%
Ongoing	48	45%
Deferred	4	3%
Not Commenced	8	8%

In addition to the above Actions, Council also committed to 194 Capital Works Projects during 2015/16. The status of Capital Works Projects is reported in Part 5 of the Annual Report.

THEME: Community well-being

Our **Theme: Community well-being** outlines Council's commitment to community well-being through the planning, facilitation and provision of appropriate community and cultural services and facilities throughout the Municipality.

Our **Theme: Community well-being** consists of 3 Goals being:

- Goal 1: A connected and harmonious community
- Goal 2: A supported community
- Goal 3: A creative and vibrant community

Our Goals are supported by a number of four year Delivery Program Priorities and Annual Operational Plan Actions.



Goal 1: A connected and harmonious community

Our Goal for 2025 is that:

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

Goal 1 is supported by 11 Priorities for 2013 to 2017 and included 7 Actions in 2015/16.

**Goal 1: A connected and harmonious community
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	4	57%
In Progress	-	-
Ongoing	3	43%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 1: A connected and harmonious community** in 2015/16 include:

- Community Services continued to encourage respect and support for social and cultural diversity through promotion and provision of inclusive events, services and programs. In February 2016, Council held a successful week long Chinese New Year festival in Double Bay that was attended by approximately 7,000 people.
- In 2016/16 Council continued its commitment to supporting local cultural and community projects and activities through the provision of \$73,095 in community grants to community-based organisations and local primary schools (a table is provided in Part 3 of the annual report). A Section 356 grant was also made to the Holdsworth Street Community Centre of \$906,184 to assist the organisation to provide a range of programs and services to the Woollahra community.
- Council facilitated community participation and a partnership for International Women’s Day 2016. In March 2016 a short film screening was held at Redleaf in partnership with World of Women’s Cinema which was attended by 55 participants. An intergenerational activity was held at Gaden bringing local knitting groups and Ascham students together to share knowledge and skills.
- Council’s 10 community venues continued to grow in popularity with high usage levels at peak times by community groups and individuals hirers across 2015/16. A detailed report on Council’s venues was presented to the Community & Environment Committee on 22 August 2016 and is available on our website.

- The 2016 Citizenship awards were presented at a Community Leaders' Reception, hosted by the Mayor, Councillor Toni Zeltzer in March 2016. The winner of the 2016 Woollahra Citizen of the Year Award was Isabelle Shapiro OAM.
- Council continued to provide support for volunteers through promotion and provision of information and services for the volunteering sector. Council had 300 volunteers contributing across the functional areas of Bushcare, Library, Community and Cultural Development. New volunteers were recruited and trained to assist with events, programs and general library service at the new Double Bay Library.
- Council celebrated Neighbour Day in March 2016 by supporting 6 community groups to host a free, inclusive Neighbour Day activity open to the community.
- NAIDOC week is officially held in July, however, Woollahra Libraries began celebrations early with Storytime presentations in the last week of term 2. 57 children enjoyed indigenous stories and resources at Double Bay and Watsons Bay libraries.
- Council continued its active membership of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum which supports the regional Pauline McLeod Reconciliation Awards. The event featured a Welcome to Country, traditional dancers and artwork from the Primary Schools art competition and High Schools film competition which focused on the theme *Our History, Our Story, Our Future*.



Goal 2: A supported community

Our Goal for 2025 is that:

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

Goal 2 is supported by 12 Priorities for 2013 to 2017 and included 6 Actions in 2015/16.

**Goal 2: A supported community
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	1	17%
In Progress	1	17%
Ongoing	4	66%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 2: A supported community** in 2015/16 include:

- Woollahra Preschool continued to operate at capacity and provide a high quality education and care program and has been rated as ‘Exceeding the National Quality Standard’ for early education and care services. In April, Council and the Parent Advisory Committee co-hosted a well-attended information session where guest speaker Steve Hartman provided parents with strategies for responding to challenging behaviours in children in a positive way. A ‘bop till you drop’ disco to welcome children and families was also held in April.
- Since the April 2014 Child Care Needs Study was undertaken, 5 new centres have opened and 2 have expanded resulting in an additional 343 new places becoming operational across the Woollahra local government area. The deficit of 361 places identified in April 2014 has been reduced to 18 in March 2016. The 2021 forecast gap of 653, assuming no additional supply, has been reduced to 310.
- The Rose Bay, Watsons Bay/Vaucluse and Rushcutters Bay walking groups continue to meet on Wednesdays, Thursday and Fridays respectively. The walking groups provide local recreational and fitness opportunities with participation fluctuating throughout the year with consistent attendance during the warmer months

- In May Council hosted CPR and first aid training for children aged 0-5 in partnership with Sydney Children's Hospital with child minding also provided. Council also hosted a successful Child Restraint Checking day in partnership with RMS in Cooper Park. This was a new project for Council, funded by the RMS. 50 seats were checked and correctly fitted on the day.
- Council continued to support Miroma and Holdsworth with premises and funding to provide programs for people with limited mobility. A Council facilitated partnership between War Memorial Hospital and Holdsworth has led to the commencement of an exercise program for frail older people.
- Council's Easy PC program continued successfully with Computer Skills classes at Ascham and a BYO device workshop at Holdsworth supporting seniors to develop IT skills.
- As part of a review of the current provision and availability of supported accommodation and services for seniors and people with disabilities, a 400 resident telephone survey, an audit of all services, facilities and programs, discussions with local service providers and focus groups with key stakeholders were undertaken. Data analysis and a report to Council will be prepared early in 2016/17.
- Council continued to support Holdsworth Community Centre's provision of community transport in the Woollahra area and also supported the Sisters of Charity Outreach with a community grant for the Eastern Area Visit Program providing in-home visits and access to transport for the socially isolated due to age, disability and/or medical conditions. Clients receive one-on-one visits and access to transport and organised events.
- During 2015/16, the Skill Up program hosted Mental Health First Aid training during March and as part of the NSW Seniors Festival in April, Council hosted a Skill Up on 'The Joys and Trials of Sex and Ageing' with Bettina Arndt.
- Council also held a 'Let's Talk About Healthy Relationships' seminar that focused on domestic violence in the eastern suburbs. It enabled family, friends, neighbours and work colleagues to gain a better understanding of the different forms of domestic violence, how they can help and where they can get help.
- In 2015/16 Council partnered with Jewish Care to run information sessions for parents on teens, drugs and alcohol. Council also matched State Government Youth Week funding and supported WAYS to host the Bondi Blitz at Bondi Beach in April.
- Council continues to participate in and contribute to the Eastern Sydney Suicide Prevention Network which aims to raise the awareness of information and support services in the area and to de-stigmatise mental health.
- Council continues to provide the outreach program for all Home Library Service members which aims to reduce social isolation by hosting special events for the members during the year.

Goal 3: A creative and vibrant community

Our Goal for 2025 is that:

‘Woollahra will be a place where people of all ages and backgrounds have access to lifelong learning opportunities, cultural and community activities. We will support local creativity, cultural pursuits and creative talents’

Goal 3 is supported by 7 Priorities for 2013 to 2017 and included 16 Actions in 2015/16.

**Goal 3: A creative and vibrant community
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	5	31%
In Progress	4	25%
Ongoing	7	44%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 3: A creative and vibrant community** in 2015/16 include:

- The new Double Bay Library was officially opened by the Mayor on 24 May 2016 at a ‘Sneak Peek’ evening attended by over 250 people closely followed by a Community Open day on 28 May 2016 which saw over 3,000 people visit the new Library.
- Woollahra Libraries had a total circulation across all service points of 421,091 loans in 2015/16, down slightly on 2014/15 as a result of the 3 month closure of Paddington Library for rejuvenation and 4 weeks closure of the Double Bay Library in the lead up to the opening of the new Double Bay Library. According to the Standards and Guidelines for NSW Public Libraries listed in Living Learning Libraries, January 2014, **Circulation per capita:** Woollahra Libraries has 7.47 circulation per capita which meets the Enhanced Benchmark of 6.54 and just falls short of the Exemplary Benchmark of 7.71. A total of 353,493 people visited Double Bay, Paddington and Watsons Bay Libraries during 2015/16, an increase of 23% over 2014/15 and due to the opening of the new Double Bay Library. According to the Standards and Guidelines for NSW Public Libraries listed in Living Learning Libraries, January 2014, **Visits to Library per capita:** Woollahra Libraries has 6.2 visits per capita which meets the Exemplary Benchmark of 5.4.
- The Children’s program is a popular service which consists of Rhyme Time for 0-2 years, Storytime for 3-5 years and Kid’s Club for 6-10 years. Attendance at these programs across all service points increased by 9% during the last twelve months. Rhyme Time had the most significant increase of 13% during this time which is due to its success at the new Library.

- During 2015/16 numerous successful Children's and Young Adults activities and events were held including:
 - Storytime sessions celebrating NAIDOC week;
 - Children's Book Week;
 - Summer Reading Club;
 - Harmony Week interactive performances; and
 - English and PDHPE *Ride the HSC Wave* sessions in collaboration with other eastern suburbs libraries.

- The 26th Poets Picnic was held in February 2016. The theme was *New Beginnings* and poets celebrated and explored things that change in life. Simon Marnie returned as master of ceremonies for his sixteenth year and the quality of performers was very high. Celebrated Australian poets Melinda Smith and Robert Adamson, Sydney poets Elias Greig, Pip Smith and Geoffrey Lehmann and Slam Poets Lorin Elizabeth and Rachel Calleja entertained the crowd of 500 people, accompanied by students from Ascham, Kincoppal Rose Bay, Rose Bay Secondary, and SCEGGS Darlinghurst. A children's chalk workshop, live jazz music and roving performers entertained the gathering crowd.

- The cultural and community grants program aimed to increase community engagement with the Woollahra Philharmonic Orchestra Program and Chamber Proms, Art Month Sydney, Jewish Arts festival, Zakyntian Association of Sydney Film screening and the Reelise Film Festival provided with support.



A 500 strong crowd assembles at the 27th Poets Picnic in February

- The Library continued with its popular Writers & Readers program of author talks in 2015/16 together with:
 - Beyond the Book, a new series of literary and reading events;
 - Tea Topics;
 - The 55+ Club;
 - Culture Vulture, a new program of fun and entertaining evening events;
 - Writer development events; and
 - Technology and business learning events.

- Submissions for the 2016 Woollahra Artist in Residence program was completed with residencies awarded to 6 successful artists who commenced their residency in March 2016.
- The 2015 Woollahra Small Sculpture Prize attracted a large number of entries and the 43 shortlisted finalists were selected for exhibition by judges Dr Michael Brand, Penelope Seidler AM and Barbara Flynn. Eight free community events including 'An evening of Art and Architecture' as well as workshops and artist talks were hosted as part of the exhibition.
- In partnership with the Roads and Maritime Services, Council continued its Traffic Signal Box Project which aims to provide unique opportunities for artists to engage with the community by creating vibrant art works on traffic signal boxes in the local area. 20 traffic signal boxes have now been completed.
- The Youth Photographic Award and Short Film Prize 2015 launched on 3 September. 231 photographic entries and 37 short film entries were on view at Council Chambers for 4 days. A photo forum facilitated by judge Rex Dupain on Friday 4 September was attended by local high school students and teachers.
- Council continued to administer the Woollahra Public Art Trust in 2015/16. Artworks included in the Donations Program, Temporary Artwork Loans Program and Council Commissions Program are currently on public display in the Municipality with many large works featuring in Council's open spaces.
- Council continued to implement the Woollahra Plaques Scheme to honour famous people or events associated with the Woollahra LGA that have made a significant impact on life in the area or Australia as a nation.



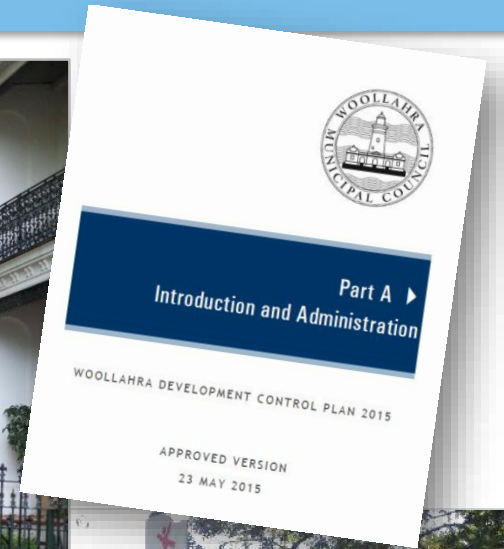
THEME: Quality places and spaces

Our **Theme: Quality places and spaces** outlines Council's commitment to continue to work to keep our area unique and beautiful and ensure that areas of special character and of heritage significance are protected and enhanced.

Our **Theme: Quality places and spaces** consists of 3 Goals being:

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

Our Goals are supported by a number of four year Delivery Program Priorities and Annual Operational Plan Actions.



Goal 4: Well planned neighbourhoods

Our Goal for 2025 is that:

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

Goal 4 is supported by 7 Priorities for 2013 to 2017 and included 24 Actions in 2015/16.

**Goal 4: Well planned neighbourhoods
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	3	12%
In Progress	12	50%
Ongoing	1	4%
Deferred	4	17%
Not Commenced*	4	17%

*Actions will commence in 2016/17.

HIGHLIGHTS for **Goal 4: Well planned neighbourhoods** in 2015/16 include:

- Following the commencement of Woollahra LEP 2014 and Woollahra DCP 2015 in May 2015, bringing into operation a new comprehensive legislative and policy framework for planning across the Woollahra Local Government Area, a number of actions are in progress or planned to refine them including:
 - amendment of the car parking chapter of Woollahra DCP 2015 in response to recommendations from the car parking generation rate review;
 - deferred matters from Woollahra LEP 2014;
 - options available to amend planning controls and other requirements for subdivision;
 - review of current height and FSR controls for properties in Oxford Street, Paddington, between Barcom Avenue and West Street
 - establishment of a working party to review building envelope related controls in chapter B3 of Woollahra DCP 2015

- Work commenced on identifying sites for increased residential dwelling accommodation in response to the State Government’s housing target for Woollahra local government area.

- Preparation of a consultants’ brief to carry out a review of planning controls for the Edgecliff Commercial Centre.

- The development approval of works to the value of \$450,234,638 during the 2015/16 financial year. The average value of works was \$761,818 with a total of 591 Development Applications determined during the 2015/16 financial year.
- The successful defence of 30 out of 43 appeals in the Land and Environment Court.

Goal 5: Liveable places

Our Goal for 2025 is that:

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

Goal 5 is supported by 16 Priorities for 2013 to 2017 and included 14 Actions in 2015/16.

**Goal 5: Liveable places
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	5	36%
In Progress	3	21%
Ongoing	6	43%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for Goal 5: Liveable places in 2014/15 include:

- Salisbury Road between Plumer Road and New South Head Road – a new for old infrastructure replacement, kerb, gutter, footpath and road resurfacing.



- Fairfax Road – was a difficult location being a narrow, steep and long road. Works delivered a full width road re-sheet, new drainage system, improved pedestrian access including the removal of stairs and new footpath, kerb and gutters.

- Vaucluse Road from New South Head Road to Gilliver Avenue – replaced the old footpath, upgraded drainage and squared intersection with Gilliver Avenue to improve safety.



- South Avenue Stage 2, Double Bay - A flat location at the bottom of Double Bay catchment with large heritage trees. road Infrastructure renewals incorporating new kerb, gutter and footpaths, road resurfacing and new drainage infrastructure installed with creative solutions to local drainage problems.
- Darling Point Road at Mitchell Road, Goomerah Crescent and Etham Avenue intersections - Road re-sheet along with full width re-sheet of Mitchell Road and upgrade of all kerb ramps, installation of a 64m drainage line at Goomerah Crescent, new 30m dish drain and 100m timber fence replaced above the heritage wall above Etham Avenue.



- Road re-sheeting programme 2015/16 - a programme of 21 sites spread over 5 wards which renewed road surfaces. Most of these sites also required civil works in advance involving kerb ramp upgrades and gutter replacement. Several narrow laneways in Paddington were re-sheeted which is a challenge due to limited space and the temporary need to clear densely parked vehicles.
- Paddington Floodplain Study completed. The next stage is completion of the Paddington Flood Risk Management Plan.

- Gap Park: installation of inground lights at the north and south entry points.
- Commencement of construction of the rose Bay Pedestrian Trail with further work planned for 2016/17.
- Continued replacement of pathways in Cooper Park.
- Refurbishment of Steyne Park changerooms and workshed.
- Completion of Trumper Oval floodlights upgrade.
- Completion of Christison Park irrigation upgrade and re-turfing.
- Commenced Lyne Park Seawall Reconstruction project, partly funded by a \$140,000 grant from the NSW Department of Industry (Lands) under the 2014-15 Public Reserves Management Fund Program. Construction will be completed in the first quarter of 2016/17.
- Completion of the update of the Woollahra Council Significant Trees Register. This register will replace the current version from 1991.
- Completion of the review of the 2006 Recreational Needs Analysis
- Major garden renovations were completed by the Open Space Maintenance Team at Rushcutters Bay Park, Neild Street Maze and Rose Bay Promenade. The Team also undertook the greening of Fiveways in Paddington with 12 new planter boxes installed.
- Tree Management Team assessed 399 development applications involving works impacting trees and new landscapes.
- Tree Management Team assessed over 572 applications to prune / remove trees.
- 215 trees were planted throughout the Municipality, both in Council Parks and streets.
- 520 social and casual events (weddings, birthdays and corporate events) were approved in Council parks.
- 4,100+ sports fields bookings were approved (school and clubs training and games).
- 150 filming permits were approved throughout the Municipality.
- 35 personal trainer permits were processed.
- Large special events during 2015/16 include City to Surf, Bondi Tens (Woollahra Ovals 2 & 3), Double Bay Street Festival (Guilfoyle and Steyne Parks), Rotary Charity Regatta (Rushcutters Bay Park), Orange Festival (Robertson Park), Chinese New Year (Guilfoyle Park) and New Year's Eve.

Goal 6: Getting around

Our Goal for 2025 is that:

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

Goal 6 is supported by 8 Priorities for 2013 to 2017 and included 3 Actions in 2015/16.

Goal 6: Getting around

Action Status as at 30 June 2016

STATUS	# of Actions	%
Completed	-	-
In Progress	-	-
Ongoing	3	100%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for Goal 6: Getting around in 2015/16 include:

- Continuation of Bicycle Wayfinding Signage implementation.
-
- Installation of additional bicycle parking at the Rose Bay Ferry Wharf completed.



- Pedestrian refuges were completed on Moncur Street, Edgecliff Road at Gadens Reserve and Ocean Street at Jersey Road.
- A raised pedestrian crossing was installed on Edgecliff Road at Forth Street.
- Sutherland Avenue traffic barrier completed.
- Numerous other traffic related projects completed.

THEME: A healthy environment

Our **Theme: A healthy environment** outlines Council's commitment to improving native bushland through a bush regeneration program, the implementation of a tree management policy and managing tree preservation orders for trees on private and public land'.

Our **Theme: A healthy environment** consists of 2 Goals being:

Goal 7: Protecting our environment

Goal 8: Sustainable use of resources

Our Goals are supported by a number of four year Delivery Program Priorities and Annual Operational Plan Actions.



Goal 7: Protecting our environment

Our Goal for 2025 is that:

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

Goal 7 is supported by 9 Priorities for 2013 to 2017 and included 3 Actions in 2015/16.

**Goal 7: A healthy environment
Action Status as at 30 June 2015**

STATUS	# of Actions	%
Completed	-	-
In Progress	-	-
Ongoing	3	100%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 7: A healthy environment** in 2015/16 include:

- More than 120 people attended National Tree Day and planted over 750 seedlings of native trees and bushes that will create wildlife habitat and regenerate bushland at North Cooper Park, Bellevue Hill.
- Council facilitated great coastal activities as part of Summerama, including our popular snorkelling tours



Summerama 2016 at Watsons Bay

- Council’s Gross Pollutant Traps stopped 42 tonnes of waste from entering Sydney Harbour in 2015/16.
- Council identified a source of sewerage entering directly into Parsley Bay which caused the beach to be closed in May. Council worked with Sydney Water to rectify the problem. A new gross pollutant trap was installed at Rose Bay Beach.
- The Community Environmental Grants program continued to support local schools, childcare centres and community groups. 11 projects were awarded \$10,640 in grant funding.

- Over 16 hectares of bushland are under the care of Council's Bush Management Team. Works include: weed removal, habitat conservation and development and native revegetation.



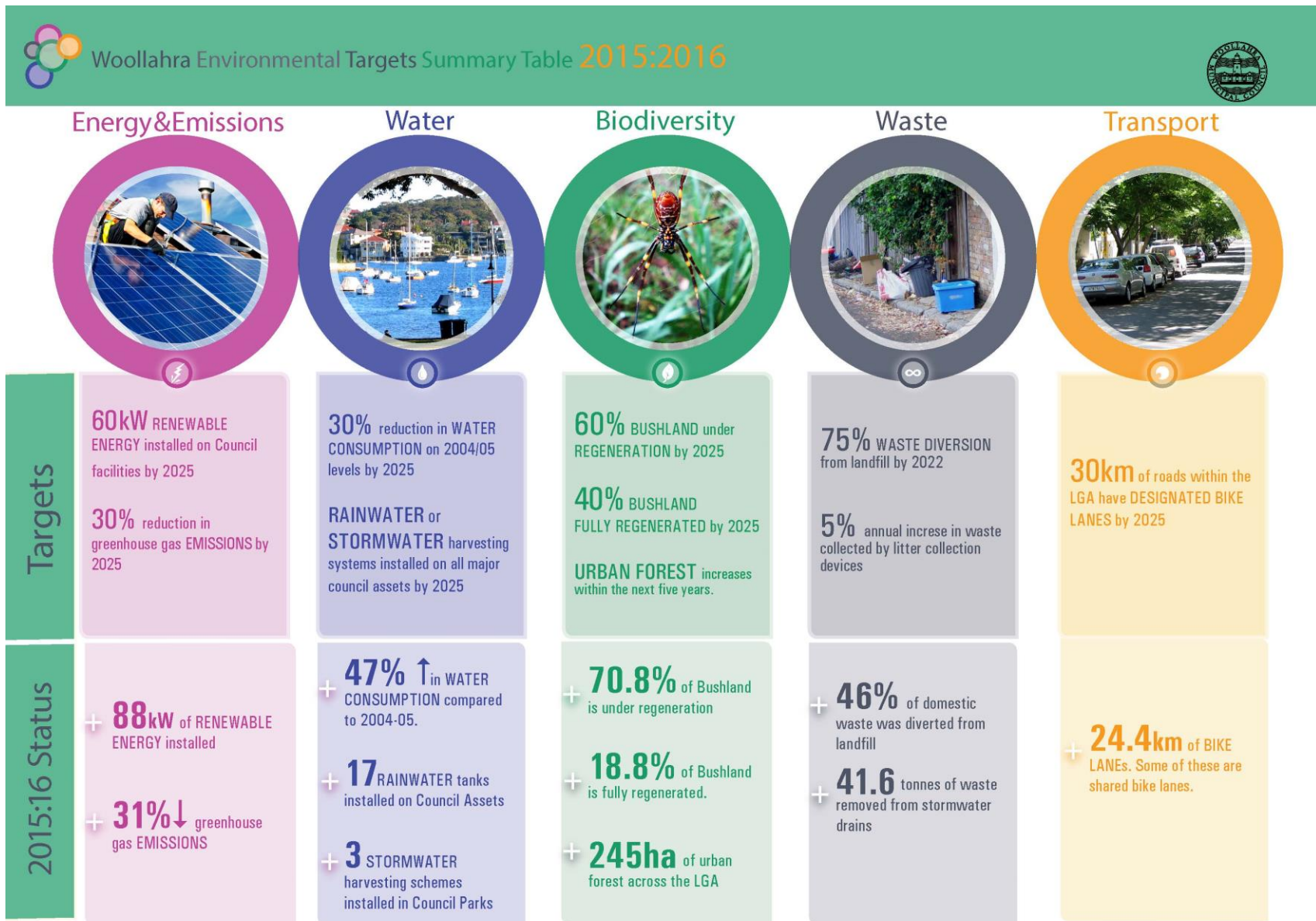
Resident of Parsley Bay Reserve 2016

- Over 245 Ha of urban forest has been established across the local government area. This includes 49Ha of terrestrial remnant vegetation and 196Ha of non-remnant vegetation (e.g. revegetated bushland, native and non-native bushlands, gardens and trees).
- Council partnered with the University of Sydney to commence a research program with the purpose of establishing a low impact maintenance procedure for swimming net enclosures. This program should minimise the impact to local sea horse populations that reside on the nets.
- Cooper Park Community Garden Stage 1 was completed, including community consultation and a geotechnical report that determined the area to be suitable for food growing.

- Council continued to implement projects included in the Woollahra Carbon Reduction Strategy and Action Plan 2010 – 2015. Projects completed to date include:
 - 88kW of renewable energy sources across Council owned sites.
 - 31% reduction in greenhouse gas emissions from Council facilities.
 - 240,000 litres of rainwater tanks installed across 17 Council owned sites.
 - 4 large scale stormwater harvesting projects (Cooper Park, Rose Bay, Christison Park and Parsley Bay).
 - 24 kilometres of bicycle lanes
 - 389 LED streetlights installed across our residential roads.



Solar PV System installed on Fletcher Street Depot.



Goal 8: Sustainable use of resources

Our Goal for 2025 is that:

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

Goal 8 is supported by 12 Priorities for 2013 to 2017 and included 8 Actions in 2015/16.

**Goal 8: Sustainable use of resources
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	5	63%
In Progress	3	37%
Ongoing	-	-
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 8: Sustainable use of resources** in 2015/16 include:

- Council continues to implement projects included in the Woollahra Carbon Reduction Strategy and Action Plan 2010-2015. Projects implemented in 2015/16 include:
 - Solar PV System installed on Cooper Park Community Hall;
 - Solar PV System installed on Hugh Latimer Centre;
 - Commencement of Solar PV System installations on Quarry Street and Fletcher Street Depots and Watsons Bay Library;
- The Redleaf Council Chambers Solar PV system has produced 49MWh of green energy since its installation in 2011.
- In 2015, Council became a signatory to a 10 year contract to dispose of Woollahra’s domestic waste to an Alternative Waste Treatment site in Woodlawn. This is a significant advancement in our waste treatment as the waste transferred to this plant will be converted into clean energy and compost, which will be used to rehabilitate the Woodlawn mine site. This contract will commence in 2016, resulting in 76% of waste being diverted from land fill.

- Council carried out a range of initiatives in 2015/16 to reduce the amount of Woollahra's waste that ends up in landfill, including:
 - Holding Second Hand Sunday events in Paddington in April and September;
 - E-waste collection day held twice a year in May and November. This resulted in collection and recycling of over 40 tonnes of e-waste over the financial year;
 - Compost revolution;
 - Supporting the "Love Food Hate Waste" campaign;
 - Supporting the Garage Sale Trail;
 - Supporting Schools' Recycling Workshops.
 - Preparing a regional educational brochure to provide a united message to improve recycling in unit blocks.
 - Delivering Workshops and providing compost bins and worm farms for schools including Glenmore Road Public, Holy Cross and Kambala Hampshire House Preschool.
- Council collected 11,440 tonnes of domestic waste and 5,749 tonnes of recyclables in 2015/16. All recyclables were diverted from landfill and recycled.
- Council collected 4,079 tonnes of organic material in 2015/16, all of which was diverted from landfill and re-used.

- Council collected 1,713 tonnes of household clean-up, of which 206 tonnes was diverted from landfill and recycled.



- 3 Council Regional Environment Program (a joint initiative of Woollahra, Waverley and Randwick Councils). Projects include:
 - **Compost Revolution** – online tutorials and workshops to educate residents and provide them with compost bins and worm farms.
 - **Solar My School** – helping schools and preschools across the eastern suburbs to install solar PV systems to reduce their energy demand and greenhouse gas emissions.
 - **Drive the adoption of electric vehicles** – planning for electric vehicle charging infrastructure at key shopping, leisure and commuter locations to enable the uptake of electric vehicles for both residents and businesses.
 - **Barrett House** – sustainable demonstration house, used as a joint council venue for sustainability events and workshops.
 - **Commercial Organic Business Case** – investigations to determine the feasibility of establishing a commercial organics collection service for Council’s trade waste customers.
 - **Eastern Suburbs Low Carbon Plan** – in December 2015 the draft plan was circulated, identifying six cost effective and feasible opportunities for reducing greenhouse gas emissions across the eastern suburbs.



Barrett House uses working examples of how we can live more sustainably through:

-  Energy Saving
-  Sustainable Gardening
-  Recycling and Reducing Waste
-  Growing Food
-  Water Saving
-  Green Transport
-  Water Collection and Reuse



THEME: Local prosperity

Our **Theme: Local prosperity** outlines Council's commitment to improve and promote our town centres, improve our understanding of local tourism trends and the role tourism plays in the local economy.

Our **Theme: Local prosperity** consists of 1 Goal being:

Goal 9: Community focused economic development

Our Goals are supported by a number of four year Delivery Program Priorities and Annual Operational Plan Actions.



Goal 9: Community focused economic development

Our Goal for 2025 is that:

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

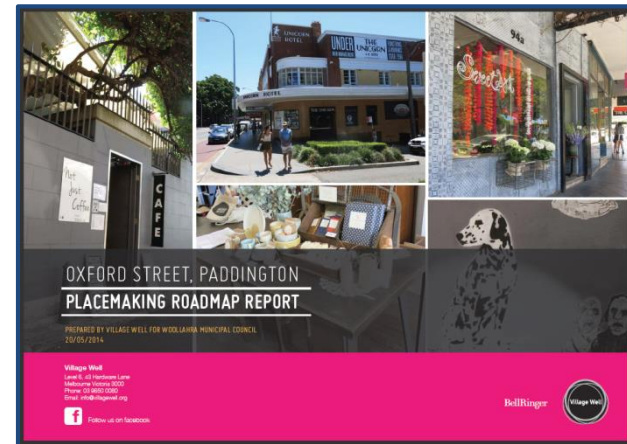
Goal 9 is supported by 9 Priorities for 2013 to 2017 and included 8 Actions in 2015/16.

**Goal 9: Sustainable use of resources
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	2	25%
In Progress	1	12.5%
Ongoing	4	50%
Deferred	-	-
Not Commenced	1	12.5%

HIGHLIGHTS for **Goal 9: Community focused economic development** in 2015/16 include:

- Continuation of a program of quick wins and priority initiatives aimed at the revitalisation of Oxford Street Paddington.



- Regular meetings of the Oxford Street Working Party, bringing together a representative group of Oxford Street stakeholders, including representatives from the Sydney City Council.
- Ongoing financial and in kind support to the Paddington Business Partnership.
- Ongoing financial and in kind support to the Double Bay Chamber of Commerce.

- Continued implementation of the Double Bay Place Plan, adopted in December 2014, which sets out an ambitious set of strategies and actions aimed at achieving a new vision and place story for Double Bay. It introduces a placemaking approach to the management, future planning and development of the Double Bay commercial centre. The plan includes all the physical, social, cultural, economic and environmental things we need to do across the disciplines of land use planning, urban design, social, cultural, environmental and business development.



Streetscape Works Program highlights for 2015/16 include:

- Streetscape works for Edgecliff completed with Local Infrastructure Renewal Scheme subsidy funding.
- Streetscape works for William Street, Paddington completed with Local Infrastructure Renewal Scheme subsidy funding.
- Commencement of Double Bay Lighting Scheme and CCTV projects.

THEME: Community leadership and participation

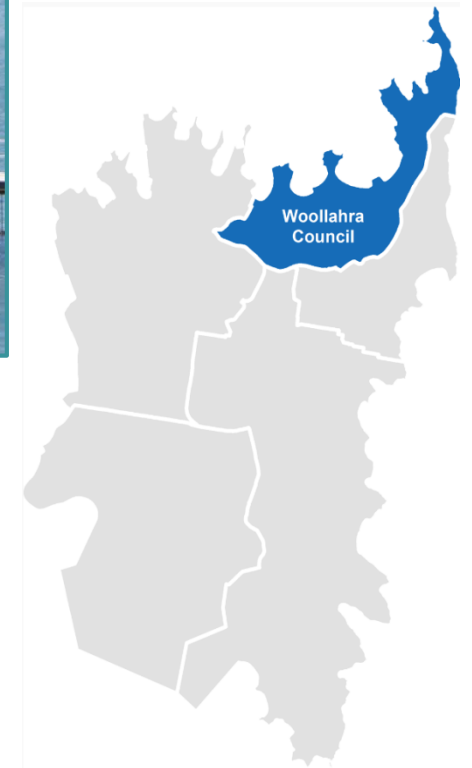
Our **Theme: Community leadership and participation** outlines Council's commitment to the highest standards of corporate governance.

Our **Theme: Community leadership and participation** consists of 2 Goal being:

Goal 10: Working together

Goal 11: A well managed Council

Our Goals are supported by a number of four year Delivery Program Priorities and Annual Operational Plan Actions.



Goal 10: Working together

Our Goal for 2025 is that:

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

Goal 10 is supported by 4 Priorities for 2013 to 2017 and included 3 Actions in 2015/16.

**Goal 10: Working together
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	-	-
In Progress	-	-
Ongoing	3	100%
Deferred	-	-
Not Commenced	-	-

HIGHLIGHTS for **Goal 10: Working together** in 2015/16 include:

Building community awareness and engagement is an important priority for us. We use a diverse range of communication mediums to meet the needs of our community, from media stories in the local press to community consultation sessions, events, advertising, website, social media, direct mail and e-newsletters. A monthly, 'Woollahra News' published in the Wentworth Courier provides a summary of key events and news. Council also issues print and digital copies of our business papers and meeting minutes, as well as general information on the Woollahra LGA.

During the last 12 months, a strong focus on our community engagement has centred on our opposition to the State Government's forced amalgamation proposal. We have been an active voice on behalf of our community on this important issue.

To demonstrate our commitment to working together – we listen to our community and act as advocates. We also take a lead role in providing opportunities to work with and alongside the community.

Our extensive annual events program helps us reach community members who would not typically engage with Councils. In the last 12 months, we hosted more than 280 events. Through these events, we are able to foster connections within our community. We aim to develop creativity, promote sustainability and enhance cultural development. We have partnered with public and private organisations to host events that are informative, entertaining and enjoyable.

We support, partner and sometimes provide grants or funding support for events and projects that are all about "working together" with our community and local organisations. Some

examples include community carols, Chanukah by the Bay, the Double Bay Street Fair, Five Ways Fusion and the Rose Bay Street Fair.

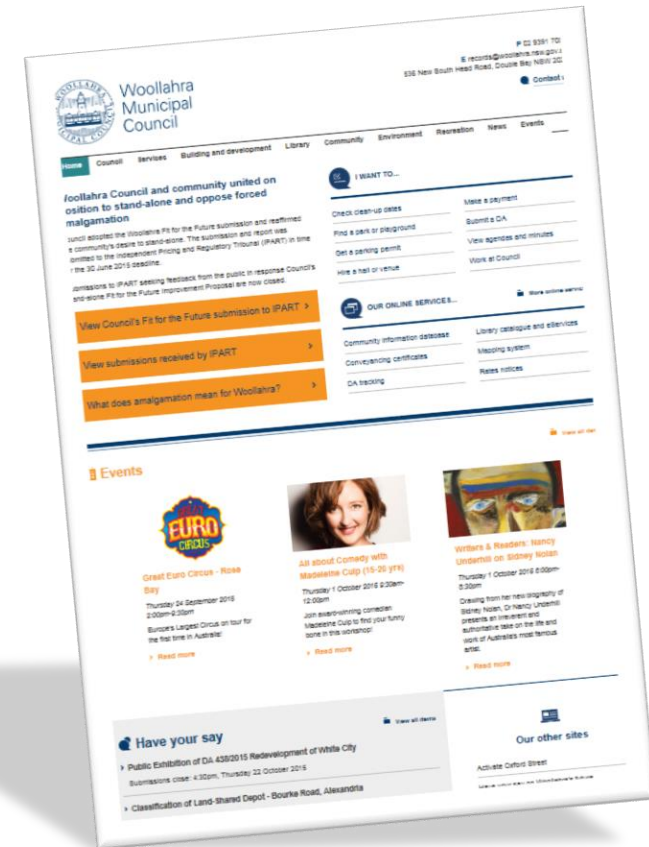
The opening of the new state-of-the-art Woollahra Library has boosted our library membership and the opportunity to increase our event offerings within the Double Bay commercial centre.

We work closely with our schools through a range of arts and cultural initiatives (including the Woollahra Small Sculpture Prize, the Environmental School Sculpture Prize and the Woollahra Youth Photographic Awards and Short Film Prize). Council's Communications department continued to work with our environmental education team to conduct school tours in association with local school teachers. Feedback has been excellent.

Our Community Services Department is in regular contact with local community groups and organisations to develop and nurture relationships within the community. We provide support and funding for projects and events that reach out into the community and deliver practical skills and support and manage a range of community projects (including an Aged and Disability Needs study, Chinese New Year week activities, sticky beak brunch event for families)

We highlight excellent community leadership through an annual citizenship awards program to give credit to individuals and community groups that make outstanding contributions to our local community. These people are our local heroes. They deserve our thanks and accolades.

We also recognise that deciding to become an Australian citizen is a milestone event and we aim to make each monthly ceremony we host an event to remember for each of our residents, their family members and friends.



Goal 11: A well managed Council

Our Goal for 2025 is that:

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

Goal 11 is supported by 15 Priorities for 2013 to 2017 and included 15 Actions in 2015/16.

**Goal 11: A well managed Council
Action Status as at 30 June 2016**

STATUS	# of Actions	%
Completed	3	20%
In Progress	2	13%
Ongoing	7	47%
Deferred	-	-
Not Commenced	3	20%

HIGHLIGHTS for **Goal 11: A well managed Council** in 2015/16 include:

- Council maintained its strong stance against the State Government’s proposal to merge Woollahra Council with Randwick and Waverley Councils. Council launched legal proceedings in the Land & Environment Court challenging various aspects of the State Government’s merger proposal and its decision-making process. These proceedings were dismissed by a judgement delivered on 20 July 2016 (refer 40297 of 2016; JL No. 151926 of 2016). Council appealed that judgement to the NSW Court of Appeal with a hearing date of 22 August 2016. At the time of preparing this Annual Report, judgement on Council’s appeal was pending.
- Council was represented on the expert panel at IPART’s 26 April public hearing on its Review of the Local Government Rating System and made a submission in response to IPART’s April 2016 Issues Paper.
- Progression of major projects including:
 - Cross Street Car Park, Double Bay – Detailed review and analysis was undertaken into Expressions of Interest received for the potential redevelopment of this site which would incorporate a cinema complex, retail, public parking and residential apartments.
 - St Brigid’s, Double Bay - Council is considering options for redevelopment of the site of the old Library which may include a public art gallery and cultural events space on the first floor and commercial uses such as a cafe, restaurant and function centre on the ground floor

- Rose Bay Car Parks - Investigations progressed during the year into the possible redevelopment of Council's car-park sites in Rose Bay to include community space, public toilets, public car parking, commercial, retail and residential apartments
- Council completed implementation of Council Dashboard Technology to enable the publication of business papers and minutes and mobile devices.
- Re-financing Kiaora Place saving \$2.6m pa in loan repayments.
- Council achieved most favourable financial results for 2015/16 with a reported operating surplus for the year of \$14.3 or \$11.0m after capital grants & contributions. The budget result was also most pleasing with Council achieving a budget surplus of \$1.809m for the year. Council's external Auditor's Reports on the Financial Statements for 2015/16 concluded that Council's financial position remains sound.

Capital Projects related to Goal 11 completed during 2015/16 include:

- Stage 2 of Kiaora Place – Kiaora Place is now fully tenanted, providing Council with a gross rental income stream in excess of \$9.2m per annum.
- Renovation of Redleaf Council Chambers ground floor public toilets.
- Refurbishment of Fletcher and Quarry Street Depots.
- Server and network infrastructure upgrade including the establishment of a disaster recovery facility at the new Double Bay Library.

