



Woollahra 2025

Our community, our place, our plan



Adopted by Council on 24 June 2013

Woollahra 2025

Our community, our place, our plan



Revised Community Strategic Plan
Woollahra 2025 - our community, our place, our plan

Adopted by Council on 24 June 2013
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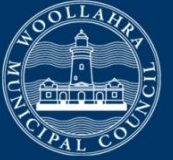


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Message from the Mayor

We are pleased to present this updated edition of our Community Strategic Plan, *Woollahra 2025 – Our community, our place, our plan*. This Plan represents our community’s long term vision for the Woollahra Local Government Area.

Woollahra 2025 provides us with the opportunity to plan ahead and address the issues the community have told us are important. These priorities include; maintaining and enhancing our low-rise mixed-use urban villages, caring for our parks and green open space, improving maintenance of our roads and footpaths, promoting better transport options, protecting our amenity and heritage and building a more engaged and involved community.

Amongst the unique assets of our community are our natural, social, and cultural attributes which bring great value and satisfaction to our community. These assets – our beautiful harbour foreshore and natural areas, the community vibrancy and generosity, and our attractive and popular open spaces and our historic homes and heritage suburbs are all worth protecting and celebrating.

In order to achieve the goals outlined in the Plan we need to collaborate and work closely with our residents, our local community groups and businesses, and other government agencies

Our thanks go to everyone who participated in generating the content of the original Woollahra 2025 in 2009/10 and to those who have contributed to this revised edition.

We commend it to you and I hope it has your ongoing support, in achieving our shared vision for Woollahra 2025.

A handwritten signature in black ink, appearing to read "A. Petrie".

Councillor Andrew Petrie
Mayor of Woollahra



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What is the Woollahra Community Strategic Plan?

Originally prepared in 2009/10, *Woollahra 2025* is long term strateic plan for the Woollahra Local Government Area (the LGA). It represents the shared vision for our area for Council and the community and sets clear goals to meet this vision. It represents our goals for our community and our place.

It relies on working in partnership with the community and other levels of government to achieve key sustainable outcomes.

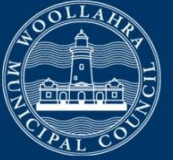
The Plan is a strategic document that:

- Presents a long term vision for our area
- Describes our community
- Identifies our current and future social, environmental, economic and civic leadership aspirations and challenges (quadruple bottom line)
- Presents goals and strategies for Council, the community and other levels of government to deliver in partnership
- Focuses on delivering a sustainable future.

The revised edition retains largely the Themes, Goals and Strategies from the original *Woollahra 2025*, developed following extensive consultation with the Woollahra community, however incorporates some amendments in response to the outcomes of the Community Capacity Survey Council conducted in 2012, the recent review of our Social and Cultural Plan, and the results of the 2012 Community Satisfaction Survey.

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Why do we need a Community Strategic Plan?

We need a Community Strategic Plan to face the challenges ahead, and to make the most of our opportunities, in a planned and coordinated way.

All Councils in NSW are required by legislation to develop a Community Strategic Plan to meet their local needs.

How has the Plan evolved?

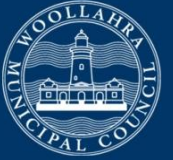
This Plan is based on a comprehensive and inclusive community engagement process undertaken in 2009/10 and further community engagement undertaken in 2012. This further community engagement included a Community Capacity Survey, a review of our Social and Cultural Plan and a further Community Satisfaction Survey undertaken in 2012. These processes provided residents, workers, students and visitors to Woollahra with a voice to 'Have your say' on the future of Woollahra.

Our comprehensive community engagement process has included:

- An Intercept Survey of over 1,000 participants, administered across the Council area
- An Online Survey hosted on Council's website
- A Photo Survey for primary and secondary students at local schools
- Two Community Group Workshops
- A random telephone Community Satisfaction Survey of 800 residents conducted in 2009 and a follow up Survey of 600 residents in 2012
- Various reports to Council Committees on Integrated Planning and Reporting.

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This revised edition of the Plan was exhibited between the 15 May and 12 June 2013.

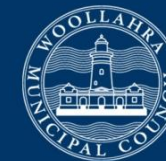
The results from the community engagement undertaken have also been incorporated into a number of previously adopted supporting plans, strategies and policies in the areas of:

- Local Environment Planning and Development Control
- Assets and infrastructure planning
- Traffic and transport
- Library and information services
- Community capacity surveying
- Sustainability
- Environmental planning
- Crime prevention
- Community and culture
- Recreation and public open space planning
- Tree preservation
- Social & Cultural Plan 2013 to 2023

A full list of related plans, strategies and policies is provided at the end of this Plan. In addition to these documents, Council engages regularly with a wide range of residents, visitors, business, service providers, community groups and staff.

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2012 Community Satisfaction Survey Results

Woollahra Council commissioned specialist research organisation, Micromex to conduct a random telephone survey in late December, 2012 of 600 residents with the aim of assessing community satisfaction on services and facilities and identifying community priorities. This Survey was a follow up to a similar survey undertaken in 2009.

Regular surveying provides Council with useful benchmarking results and information that can help shape future planning decisions and budget allocation.

In summary, 85% of respondents were either satisfied or very satisfied with the overall level of service provided by Council. Leaving only 15% of respondents either "not very satisfied" or "not at all satisfied". Overall 65% of all service areas reported a moderate to high satisfaction level.

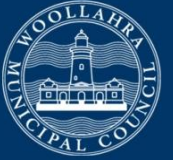
Since the last survey in 2009 there has been an improvement in the following areas:

- Cultural activities and events
- Information about Council services and activities
- Protecting heritage values and buildings
- Recycling
- Stormwater drainage
- Waste collection
- Water pollution controls
- Areas reporting a decrease in satisfaction since 2009 are:
 - Assessing and determining applications for development
 - Child care services
 - Managing local traffic flow

Results indicate our customer service staff offered the top performance across all service areas. Feedback from our community provides important input into our integrated planning documentation and focuses our attention on areas for improvement. Strategies will be developed for inclusion in future Operational Plans that will aim to continue to improve community satisfaction with Council services.

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Some **priorities** that Council will be focusing on include:

- The development and implementation of strategies to identify the community's needs and strengthen Council's responsiveness to the community
- Communication and engagement with the community relevant to long term planning, community involvement and information about Council Services and activities
- Clarifying community expectations with regard to getting around the Local Government Area (LGA), by exploring the community's views regarding traffic, local roads and parking
- Exploring the community response to development and construction, identifying community concerns regarding issues such as developments or population/congestion
- Assessing community servicing requirements with regards to footpaths and tree management.

Council would like to thank our residents, ratepayers, business owners and members of the public who were contacted as part of the Community Satisfaction Survey for your time and valuable input.

The full results of this process are available on Council's website at:

http://www.woollahra.nsw.gov.au/council/council_structure/integrated_planning_and_reporting/woollahra_2025/community_survey_results

or by contacting Council on (02) 9391 7000.

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How this Plan works?

Woollahra 2025 is based on five broad interrelated themes. Under each of these themes are key goals and strategies for Council to facilitate in partnership with our community and other government agencies.

Key performance indicators for each theme will be used to determine where we are and what we have achieved, at any point in time over the next 15 years. Each key performance indicator will be measured periodically over the life of this plan and published in a report to the community.

THEME : Community well-being



Goal 1: A connected and harmonious community.

Goal 2: A supported community.

Goal 3: A creative and vibrant community.

Key performance indicator:

Community capacity.

THEME : Local prosperity



Goal 9: Community focused economic development.

Key performance indicator:

Employment figures and vacancy rates in commercial areas.

THEME : Quality places and spaces



Goal 4: Well planned neighbourhoods.

Goal 5: Liveable places.

Goal 6: Getting around.

Key performance indicator:

Community satisfaction with the built environment and convenience of getting around.

THEME : Community leadership and participation



Goal 10: Working together.

Goal 11: Well managed Council.

Key performance indicator:

Community satisfaction with Council leadership and service provision.

THEME : A healthy environment



Goal 7: Protecting our environment.

Goal 8: Sustainable use of resources.

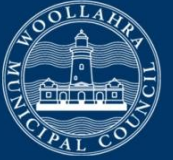
Key performance indicators:

Woollahra LGA carbon footprint.

Community satisfaction with the natural environment.

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Integrated planning principles

Our area's future planning is based on the principle of sustainability.

A sustainable Woollahra is one that meets the needs of the present, without compromising the ability of future generations to meet their own social, economic, environmental and civic leadership needs, also known as the 'Quadruple Bottom Line'.

The Local Government Integrated Planning and Reporting framework recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and shapes their future direction. The framework opens the way for Councils and their communities to have important discussions about their area, preserving local identity and to plan in partnership for a more sustainable future.

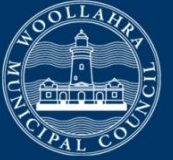
This Plan identifies the various roles that we play in achieving sustainability across a number of different areas including maintaining a robust economy, supporting local diversity and creativity, improving environmental health and providing strong and inspiring leadership.

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

Planning for sustainability across all these areas, and identifying and responding to change in our community and in our environment, will result in better outcomes for our current and future populations.

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Guiding Principles

The 'UNEP' principles are:

- Provide a long term vision for cities based on sustainability
- Empower people and foster participation and intergenerational equity
- Recognise and build on the characteristics of cities including their human, cultural, historic and natural systems
- Build on the characteristics of ecosystems
- Achieve long term economic and social security
- Expand and enable cooperative networks to work towards a common sustainable future
- Enable communities to minimise their ecological footprint
- Enable continual improvement, accountability and transparency
- Require effective demand management and appropriate use of environmentally sound technologies for cities
- Recognise the intrinsic value of biodiversity and natural ecosystems and their protection and restoration.



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Putting the Plan into practice

Woollahra 2025 belongs to our whole community and it is up to us to work together to put the plan into practice. Council, businesses, government organisations, community groups and individuals all have a responsibility to build the Woollahra we want in the future.

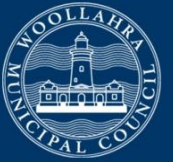
Council has facilitated the development of a shared community direction through a community engagement process – the next step is to make sure that it is implemented by Council, the community and other stakeholders.

Council will do this by:

- Developing a new Delivery Program every four years outlining Council’s role and commitment to Priorities and Actions that it will take to meet long term community goals
- Reviewing its Resourcing Strategy that will outline the resources that Council will allocate to the delivery of the long term community goals. This includes Council’s Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan
- Continually developing and reviewing plans and policies that will work towards achieving the Woollahra 2025 vision and goals
- Producing an Annual Report on the achievements of Council on the previous year which is compliant with the Integrated Planning and Reporting Framework
- Producing an ‘End-of-Term’ Report to the outgoing Council on its achievements during its term, on achieving *Woollahra 2025*
- Educating our community about the Plan to encourage a sharing of ideas, awareness and openness
- Working together with other government and non-government organisations to align plans with community aspirations and expectations, specifically in relation to NSW 2036.

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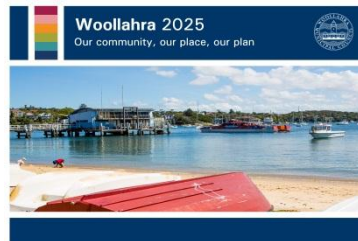
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Our Integrated Planning Framework

In October 2009, the NSW Government endorsed a new integrated planning and reporting framework for local councils, requiring each council to develop a Community Strategic Plan, Delivery Program, Operational Plan and a Resourcing Strategy.

In response to the legislation, Woollahra Council has developed an Integrated Planning & Reporting Framework comprising 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. Each plan is connected, as shown in our Integrated Planning Framework on page 15.



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.



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



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.



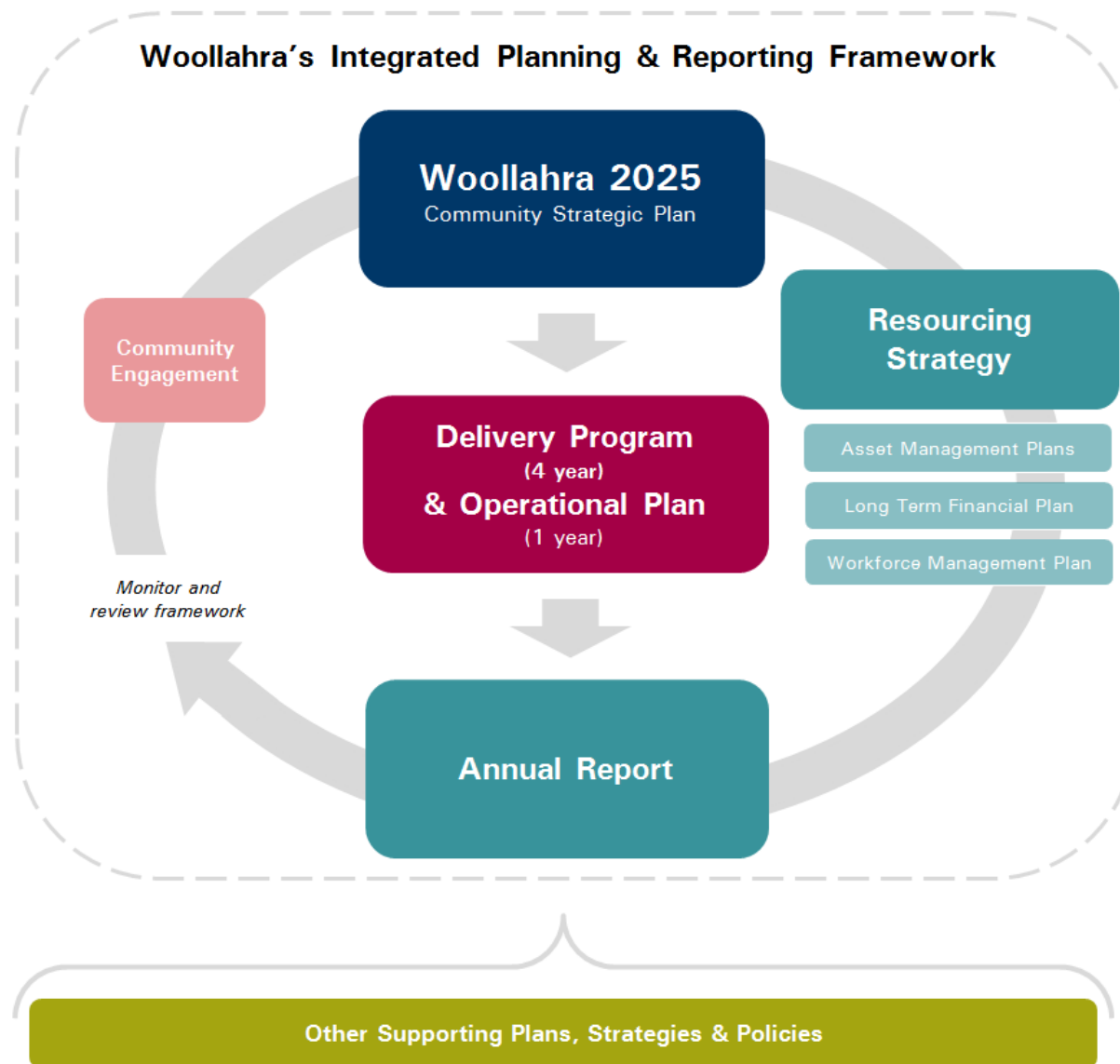
Our Annual Report provides a year in review and is prepared within five months of the end of each financial year in accordance with the requirements of the Local Government Act 1993.

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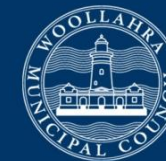


Council's *Integrated Planning and Reporting Framework* is demonstrated in the diagram below.



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Woollahra today

The area

Woollahra is an area steeped in natural beauty and heritage appealing to residents, visitors and tourists who enjoy its many parks, waterfront locations and historical buildings. Our community is culturally diverse, creative and well educated, featuring a skilled and varied business community.

The name 'Woollahra' is thought to be derived from an Aboriginal word meaning 'meeting ground'. Located in Sydney's eastern suburbs, near the Sydney CBD, Woollahra is bounded by Sydney Harbour in the north, the Waverley Council area in the east, Randwick City in the south and the City of Sydney in the west. It includes the suburbs of Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay (part), Vaucluse (part), Watsons Bay and Woollahra.

Our people

In 2011 our population was 52,159. By 2030 we are projected to grow to 56,000. We are mostly a community of families, young adults, and older people, with the population ageing at a rapid rate and a growing number of couples with children. Residents from a diversity of cultural backgrounds live here. Some areas of Woollahra have a transient population, with over 50% of residents moving to the area since 2001.

How we live

In many suburbs, most of our housing is medium or high density with a high proportion of people living in flats and about 50% of housing being single dwelling. We also have a high number of lone person households.

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Significant natural and cultural sites

The area is culturally and historically rich with many sites of Aboriginal significance, heritage conservation areas and items listed on the Register of the National Estate. Major natural features of our area include Sydney Harbour National Park and Gap Park, Watsons Bay. Woollahra's leafy harbourside parks and beaches are a major attraction for its community and visitors. Woollahra also has the greatest concentration of private galleries and major art auction houses in Australia.

History

The original custodians of Woollahra were the Cadigal and Birrabirragal Aboriginal people. European settlement dates from 1790, although development was minimal until the 1860s when the Woollahra district became a Local Government Area.

Woollahra largely developed as a residential locality. A few small local industries were established in Woollahra, Double Bay and Paddington, but with the gentrification of Paddington and Woollahra in the 1960s, most of these cottage industries had vanished by the end of the 20th century.

Woollahra's cultural heritage has been enriched by the influx of people from many different cultural backgrounds. Some of the influential immigrants to Woollahra have been the Chinese market gardeners, who began leasing land in Double Bay gully and Rose Bay in the 1880s; the Portuguese whalers who settled at Watsons Bay in the 19th century, building a church and becoming a part of the village life, and the many Europeans who migrated after World War II and helped change the face of commercial centres such as Double Bay.

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What's important to us

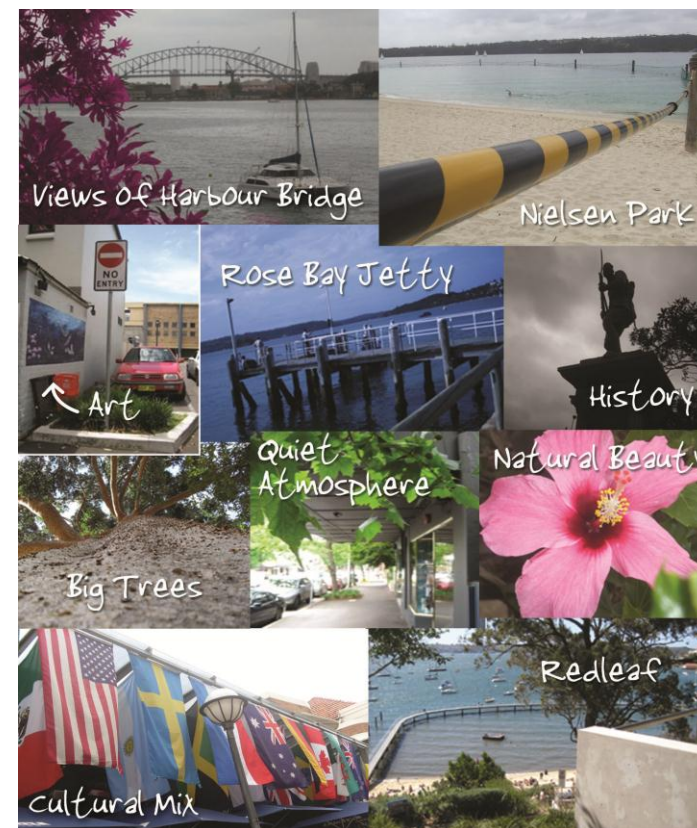
We, the community, have contributed to the development of a long term vision for Woollahra through an inclusive community engagement process led by Council in 2009 and updated in 2012.

This has identified what is important to us and what we value about Woollahra as a place to live, work and visit.

This informs the review of *Woollahra 2025* - our community, our place, our plan.

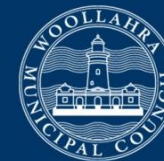
Our Vision Statement:

- Woollahra will be a great place to live, work and visit where places and spaces are safe, clean and well maintained
- Our community will offer a unique mix of urban villages with a good range of shops, services and facilities
- We will make the most of the natural beauty, leafy streetscapes, open spaces, views and proximity to the water and the city.



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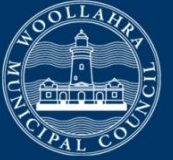


The things we value and want to see in our community in the future are:

Village Atmosphere	<ul style="list-style-type: none"> Retention and enhancement of the village atmosphere throughout the area, offering a good range of shops and services. No inappropriate high rise and oversize development. Enhancement and revitalisation of our shopping areas. 	Open space, local parks and leafy green streetscapes	<ul style="list-style-type: none"> Well managed trees in streets and parks. Well maintained foreshores, beaches, parks, sports fields and recreation areas. Retention of bushland and bush regeneration. More local parks and green open spaces. Trees and leafy green streetscapes that are well maintained.
Improved infrastructure	<ul style="list-style-type: none"> Renewed and upgraded infrastructure, especially footpaths, pedestrian ramps, kerb, guttering, stormwater drainage and local roads. 	Community activities and facilities	<ul style="list-style-type: none"> More community facilities, activities and events. More activities for young people. More children’s play areas and playgrounds. Retention of library services.
Well maintained environment	<ul style="list-style-type: none"> Good street cleaning, recycling and waste collection. A clean and well maintained environment. 	Community safety	<ul style="list-style-type: none"> A safe community. Low crime rates. Reduced graffiti.
Well planned neighbourhoods	<ul style="list-style-type: none"> Protection of local history, heritage values and buildings. Quality design of new developments. Retention of local urban character. Sustainable development. 	Environmental sustainability	<ul style="list-style-type: none"> Increased environmental monitoring and protection. More environmentally sustainable initiatives. Reduced water pollution and improved stormwater drainage.
Location	<ul style="list-style-type: none"> Good access to the city, harbour, beaches and facilities. 		

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Traffic and transport

- Reduced traffic congestion.
- Improved parking.
- Good public transport.
- Good pedestrian and bicycling access.

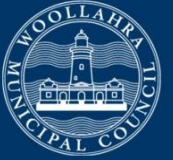
Council leadership

- Informed residents of Council activities.
- Responsive Council to the community.
- Opportunities for community involvement in Council decision making.



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Challenges for tomorrow

While we are currently a stable and relatively well resourced community, over the next 10 to 20 years our area will be affected by a range of local, state, national and global trends and challenges.

State Plan – Destination 2036

The NSW State Plan, Destination 2036 Action Plan sets out the actions that will be delivered over the coming years to meet the needs of NSW communities and achieve the vision of creating strong communities through partnerships. Destination 2036 is the start of a new way of planning which moves local government in NSW from talking about and reacting to change, to managing change to create a preferred future. In effect, it will begin the strategic plan and delivery program for NSW local government, mirroring key elements of the integrated planning and reporting frameworks which individual councils are implementing. Destination 2036 reflects the NSW Government’s commitment to work constructively with local government and to recognise local government as a partner.

The Metropolitan Strategy

The NSW Government Metropolitan Strategy has set targets for Woollahra to create an additional 2,900 dwellings and 300 jobs in the area by 2031.

Development pressures

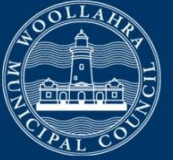
Development pressures must be balanced with the need to maintain our mostly low rise mixed urban form, our vibrant villages, architecture and heritage and our parks and green open space.

Ageing infrastructure

Like many inner urban areas, Woollahra experiences the problem of ageing infrastructure, particularly in relation to our harbour and foreshores, community facilities, roads, footpaths and stormwater drains.

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Housing choice

Increasing housing costs are changing the demographic mix in Woollahra, with this comes a challenge to maintain economic diversity in our neighbourhoods.

Climate change

The impacts of climate change that will affect us locally in many ways poses a large challenge.

Greater pressures on natural resources

Ongoing drought conditions, increasing demands for resources, and diminishing capacity for sending waste to landfill sites, have forced changes in the way we use resources, especially water and energy. Such changes highlight the need to find ways of conserving and reusing scarce resources.

Population changes

Our population is ageing, requiring increased access to adaptable housing, accessible facilities and appropriate services. By 2025 Woollahra is predicted to have over 25% of residents aged 65 years and over. We also have an increased number of young children and families affected by a shortage of children's services in the area. High forecast population growth adjoining Woollahra also places pressure on use and access to local public spaces, facilities and limited open space.

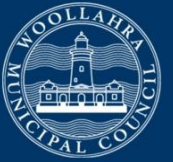
Connecting communities

Living within safe, connected and accessible neighbourhoods is increasingly more important to us, including the need to easily access a range of integrated transport options.

The challenges highlighted above reflect the challenges facing the NSW Government and are in accordance with the priorities of the NSW State Plan.

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THEME: Community well-being

Our community well-being is dependent on our social connections and our sense of community. Building community harmony is about having a sense of belonging and feeling welcomed. People don't exist in isolation. Strong networks including families, neighbourhoods, community groups, cultural organisations, churches, government agencies and businesses are essential building blocks of a connected and vibrant community. We are fortunate to be a well resourced community with an educated, creative, giving and connected population, a skilled business community, caring families and a wealth of local knowledge and culture. We also have a wonderfully active range of community groups working hard to improve the well being of our entire community.



We view community safety in a positive light, with most of us feeling quite safe.

We have some concerns about crime, graffiti, anti social behaviour and noise.

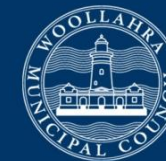
We value cultural events and activities, where we can celebrate with everyone the life of our community through our cultures. Cultural assets, including the Woollahra Library and Information Service and the greatest concentration of private galleries and major auction houses in Australia, play a crucial role in supporting our cultural well being as a source of inspiration and creative expression of values and aspirations. Our contribution in creative industries and high interest in arts and culture contribute to our sense of community well being.

We have a strong sense of justice and support reconciliation and welcome the inclusion of people of all backgrounds into the community.

Community well being can be measured through community capacity. This is understood as measures that strengthen the collective ability of a community to become stronger and healthier.

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Woollahra Council has identified a number of social indicators contributing to the health and growth of the community.

The eight selected social indicators related to community capacity across the Woollahra LGA are *social participation; barriers to social participation; reciprocity; health; community networks; trust and safety; pro-activity; acceptance of diversity and inclusiveness; and optimism.*

According to a local Community Capacity Survey Woollahra has high levels of:

- Participation, group membership, and involvement in non-organised activities and communications
- Perceptions of general health and participation in individual exercise routines such as walking
- Community networks and close personal networks of family and friends
- Social cohesion, as measured by the ability to ask for help from neighbours when needed
- Perceptions of safety
- Community participation and volunteering
- Acceptance of diversity and inclusiveness
- Creativity and artistic and cultural businesses.

Overall, we see Woollahra as a positive place, with a high proportion of our residents reporting that they “have an optimistic view of the Woollahra area’s future” and that they “feel valued by society”.

Our community and how we relate to it is constantly changing. In Woollahra, we come from a wider variety of cultural backgrounds, we have increasing numbers of lone person households, an increasingly ageing population and more young children and families in the area that need access to services and facilities. Our young people under 25 years also present challenges when making provision for a community that reflects their inclusion. This will require us to work together to meet key challenges and take advantage of our wealth of opportunities.

Woollahra 2025

Our community, our place, our plan



THEME: Community well-being

Goal 1: A connected and harmonious community

Our goal for 2025

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

Our key challenges

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

Our strategies

Strategy 2025		External Contributors
1.1	Further foster and build community partnerships and networks.	NSW Dept. of Premier and Cabinet, residents, community and business organisations .
1.2	Increase engagement in community activities.	Community groups, residents.
1.3	Improve access to information.	Community organisations.
1.4	Encourage respect and support for social and cultural diversity and inclusion.	Dept. of Immigration and Citizenship.

Woollahra 2025

Our community, our place, our plan



THEME: Community well-being

Goal 2: A supported community

Our goal for 2025

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

Our key challenges

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

Woollahra 2025

Our community, our place, our plan



Our strategies

Strategy 2025		External Contributors
2.1	Increase access to services and information to support the community.	NSW Dept. of Family and Community Services, NSW Dept. of Ageing, Disability and Home Care.
2.2	Support opportunities to participate in active and healthy recreational activities.	NSW Dept. of Health, Arts NSW, NSW Dept. of Sport and Recreation.
2.3	Encourage independent living for older people and people with special needs.	NSW Dept. of Family and Community Services, NSW Dept. of Ageing, Disability and Home Care, NSW Dept. of Transport.
2.4	Protect the health and well-being of residents and visitors to our area.	NSW Dept. of Ageing, Disability and Home Care, NSW Dept. of Health.
2.5	Improve community safety and reduce crime in Woollahra.	NSW Police, NSW Attorney General's Dept.
2.6	Increase opportunities for young people.	NSW Dept. of Community Services.



Woollahra 2025

Our community, our place, our plan



THEME: Community well-being

Goal 3: A creative and vibrant community

Our goal for 2025

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.

Our key challenges

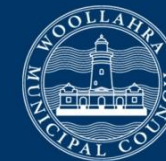
Cultural activities	Meeting demand for increased arts and cultural activities.
Artists	Supporting local artists to engage with our community.
Cultural partnerships	Supporting and maintaining partnerships within our large number of cultural industries.
Cultural hubs	Providing facilities that encourage cultural and community services and activities.
Local history and heritage	Retaining and celebrating local history and heritage.

Our strategies

Strategy 2025		External Contributors
3.1	Preserve and promote local history and heritage.	Woollahra History and Heritage Society, NSW State Library.
3.2	Support the celebration of local people, places and cultural heritage.	Arts NSW, NSW Dept. of Sport and Recreation.
3.3	Provide innovative and enhanced library services that encourage lifelong learning.	NSW State Library.

Woollahra 2025

Our community, our place, our plan



Strategy 2025

External Contributors

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|-----|--|--|
| 3.4 | Support and promote arts, artists and cultural development within the local community. | Arts NSW,
NSW Dept. of Sport and Recreation. |
| 3.5 | Improve the accessibility of arts to the broader community. | Arts NSW,
NSW Dept. of Sport and Recreation,
cultural institutions and groups. |



Woollahra 2025

Our community, our place, our plan



THEME: Quality places and spaces

Woollahra has unique and highly significant places and spaces, with natural and built characteristics. Its landform includes the prominent cliff faces of Watsons Bay, low lying harbour foreshore areas and land that rises to a ridgeline along Old South Head Road and Oxford Street.

We value the village atmosphere in our urban areas and pride ourselves on being one of Australia's most prestigious residential locations. Our area is substantially residential, intermixed with shopping centres of various sizes, large and small recreational and open space areas and large private schools. We value the history and heritage of the area, especially the many different period and types of housing, ranging from timber cottages to rows of Victorian terraces and art deco flats.

We cherish the mix of low rise and mixed use urban form throughout most of Woollahra.

Our neighbourhoods and villages are very active and attractive social spaces that form the heart of our community.

We like the local feel of the shopping areas as they provide convenient and easy access to a range of local shops and facilities, cafes and restaurants.

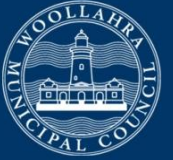
Our area has a unique cultural environment with its large number of galleries. We are interested in the integration of design and art into the urban environment.

In such an area, the high land costs and the desire to maximise development yields often result in conflicts over development proposals. We need to manage urban growth to ensure that we achieve the right balance and that we maintain a high quality of built form that complements the local character of our suburbs.



Woollahra 2025

Our community, our place, our plan



For example:

- Housing choice should be available to meet the different needs of people living in our area
- Houses should be within easy distance of shopping areas, business precincts and local facilities
- Our tree lined streets and streetscapes should be valued and protected
- We should be able to move around easily to connected local facilities via safe and accessible transport links.

Transport is an important area for all of us to focus on to manage urban growth. Whilst many of us do not rely on using public transport regularly, we want to know that it is provided and services are good. Traffic congestion is a source of considerable frustration for us and, along with difficulties in parking, ranks among the top detractors to our enjoyment of living in the area. Diverse transport options should be available so that we can choose whether or not we wish to use, or own, a car. One of our key community challenges is to focus on public transport, walking and cycling as ways to access our retail centres, parks and foreshore areas and to improve the links between these locations.

Our public places such as local parks, foreshores, green open spaces, community facilities and libraries are in high demand and need some improvements to become more accessible to our changing community.

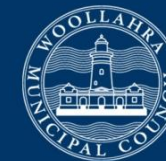
Our leafy harbourside parks and bushland reserves are highly valued for recreation and their intrinsic natural qualities, and we enjoy their variety and the facilities on offer. We also highly value the water views from these parks. Our open space and public places should be well maintained and available for the range of recreational, sporting and social activities to support the health, fitness and vibrancy of our community.

Trees and street canopies are also highly valued by us, along with green verges and ample private gardens adding to the overall streetscape appeal.

We would like to see a continued emphasis on improving our ageing infrastructure, with broken footpaths due to tree roots, local roads in a poor state of repair and improvements to stormwater drainage needed in the short and long term. Overall, we would like a clean and well-maintained environment.

Woollahra 2025

Our community, our place, our plan



THEME: Quality places and spaces

Goal 4: Well planned neighbourhoods

Our goal for 2025

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.

Our key challenges

Development

Protecting our area from high rise and inappropriate oversized development while balancing the pressure for new housing and jobs.

Balancing the protection of the leafy character of the area with achieving development demand.

Sustainability

Encouraging and supporting sustainable development.

Increased housing

Responding to the increased housing targets set by the State Government.

Housing choice

Providing a diverse range of housing choices to meet the variety of household types, income and lifestyles.

Protection of urban character

Maintaining our mostly low rise, mixed urban form vibrant villages, architecture and heritage.

Vibrant villages

Enhance and revitalise the village atmosphere of our shopping areas, providing convenient and easy access to a range of shops and facilities.

Woollahra 2025

Our community, our place, our plan



Our strategies

Strategy 2025

External Contributors

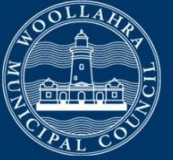
4.1	Encourage and ensure high quality planning and urban design outcomes.	NSW Dept. of Planning and Infrastructure, Developers.
4.2	Promote sustainable design in future private and public development.	NSW Dept. of Environment, Climate Change and Water, Developers.
4.3	Protect local heritage and residential amenity, including protection of significant architecture and the natural environment.	NSW Dept. of Planning and Infrastructure, Developers.
4.4	Encourage diversity in housing choice to suit a changing population.	NSW Dept. of Planning and Infrastructure.

4.5	Support and enhance the form and function of the local village atmosphere.	NSW Dept. of Planning and Infrastructure.
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Woollahra 2025

Our community, our place, our plan



THEME: Quality places and spaces

Goal 5: Liveable places

Our goal for 2025

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

Our key challenges

Community and recreation facilities

Providing accessible community and sporting facilities, public places and open spaces.

Providing opportunities for children's play and youth activities.

Overcoming the limitations of the physical environments of our libraries, community facilities and providing facilities that meet the needs of our community.

Ageing infrastructure

Maintaining, renewing and upgrading ageing infrastructure, especially roads, footpaths, stormwater drainage and seawalls.

Natural areas and vegetation

Preserving and improving access to natural areas.

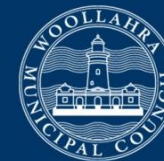
Protecting street trees, streetscapes and canopies in an urban environment with development pressures.

Flooding

Managing the impacts of local flooding.

Woollahra 2025

Our community, our place, our plan



Our strategies

Strategy 2025

External Contributors

5.1	Enhance local community, cultural and recreation facilities to become more attractive, integrated and accessible.	NSW Dept. of Sport and Recreation.	5.6	Reduce impacts of local flooding and improve floodplain risk management.	NSW Dept. of Environment and Heritage.
5.2	Provide and maintain safe, clean, serviceable public infrastructure including roads, footpaths, bicycle facilities, parks, open space, stormwater drains and seawalls.	NSW Roads and Maritime Services, NSW Dept. of Planning and Infrastructure, Regional Development and Local Government.	5.7	Renew and upgrade ageing public infrastructure including roads, footpaths, stormwater drains and seawalls.	NSW Roads and Maritime Services, Dept. of Infrastructure Transport, Regional Development and Local Government.
5.3	Provide attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces.	NSW Dept. of Sport and Recreation, NSW Roads and Maritime Services, NSW National Parks and Wildlife Service.			
5.4	Protect trees, streetscapes and landscapes.	Greenweb, NSW Dept. of Environment and Heritage.			
5.5	Enhance the physical environment of our local suburbs, neighbourhoods and town centres.	Dept. of Infrastructure Transport.			



Woollahra 2025

Our community, our place, our plan



THEME: Quality places and spaces

Goal 6: Getting around

Our goal for 2025

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

Our key challenges

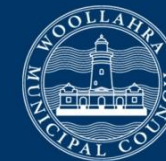
Traffic congestion	Responding to pressures resulting from increased development, increased car ownership and the resulting noise and traffic congestion.
Parking	Providing parking in high density neighbourhoods and shopping centres.
Roads and footpaths	Planning for accessible, pedestrian and bicycling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

Our strategies

Strategy 2025		External Contributors
6.1	Facilitate an improved network of accessible and safe alternate transport options.	NSW Roads and Maritime Services, NSW Dept. of Transport, State Transit Authority of NSW.
6.2	Improve the management of public parking on-street and off-street.	NSW Roads and Maritime Services, NSW Police.
6.3	Promote provision of better, more integrated public and community transport.	NSW Roads and Maritime Services, State Transit Authority of NSW, Sydney Ferries, CityRail.
6.4	Reduce traffic congestion, noise and speeding.	NSW Roads and Maritime Services, NSW Police.

Woollahra 2025

Our community, our place, our plan



THEME: A healthy environment

A healthy environment underpins the prosperity of our area and it must be considered in everything we do. This means healthy ecosystems with clean air, clean land and clean waterways. To maintain a healthy environment we must promote sustainable water management, efficient buildings, integrated transport and a reduction in waste and emissions.

We have a diverse and significant environment in Woollahra. We have 16km of harbour foreshore, consisting of rocky headlands, coastal cliffs and beaches. There are approximately 30 hectares of bushland located in five reserves with three vegetation communities, containing over 300 plant species including two threatened and one vulnerable species.

Our Local Government Area drains into two water catchment areas. Port Jackson South Catchment (95%) drains to Sydney Harbour and the Sydney Coastal Catchment (remaining 5%) drains to the Tasman Sea. There are significant waterways within the Woollahra municipality; Parsley Creek, Cooper Park Creek, Vaucluse Creek, Rushcutters Creek and Rose Bay Creek.

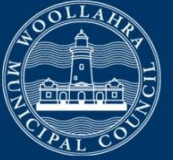
Water usage by us has traditionally been higher than the Sydney average. The quality and quantity of water in Woollahra needs to be carefully managed into the future to ensure sustainable use. Integrating the principles of total water cycle management into land management practices is vital to effectively address the pressures impacting on our water catchments.

Australia's climate is changing and more frequent and intense climatic events are likely. Responses to climate change include reducing our emissions and adapting to physical changes in the environment.



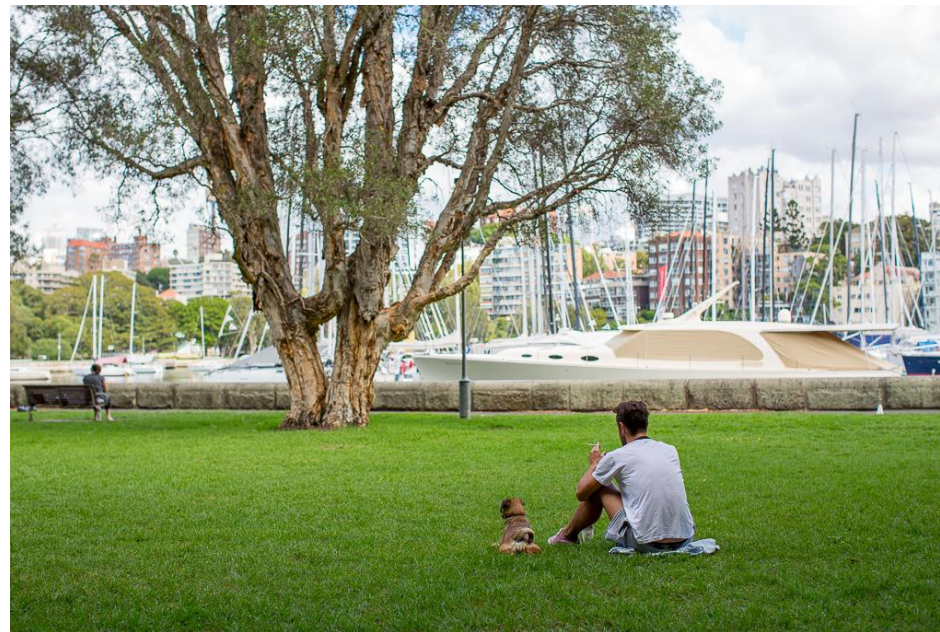
Woollahra 2025

Our community, our place, our plan



The disposal of waste from residential, institutional and commercial premises is a major environmental, economic and health issue in our area. There are a number of reasons why waste minimisation and disposal to landfill have become critical issues. These include the limited capacity of landfill sites, impacts such as air and water pollution, generation of greenhouse gases and the contamination of land. The challenge is to prevent waste and to encourage recycling.

Measuring the extent of our ecological footprint is one way we can assess the impact and level of sustainability of our population. The ecological footprint is a measure that calculates, in hectares of land, the amount of resources consumed by individuals, organisations, cities, regions, nations or humanity as a whole and compares this to the amount of resources that nature can continually supply. We need to work together to reduce our footprint and work toward a future where all of us are living sustainably within our natural and built environments.



Woollahra 2025

Our community, our place, our plan



THEME: A healthy environment

Goal 7: Protecting our environment

Our goal for 2025

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

Our key challenges

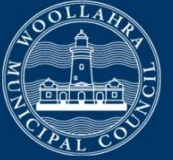
Environmental impacts	Minimising impacts of development and land use on the environment.
Biodiversity	Improving biodiversity and protecting threatened species.
Bushland	Preserving and regenerating bushland areas, to help protect, conserve and enhance our native species of flora and fauna.
Pollution	Reducing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

Our strategies

Strategy 2025		External Contributors
7.1	Protect natural landscapes, systems and biodiversity.	NSW Dept. of Environment and Heritage, Climate Change and Water, NSW National Parks and Wildlife Service.
7.2	Preserve and restore bushland areas and create wildlife corridor plantings.	NSW National Parks and Wildlife Service, Bushcare volunteers.
7.3	Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.	NSW Maritime, NSW Dept. of Environment and Heritage.

Woollahra 2025

Our community, our place, our plan



THEME: A healthy environment

Goal 8: Sustainable use of resources

Our goal for 2025

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.

Our key challenges

Energy and Emissions	Reducing our greenhouse gas emissions.
Climate change	Minimising the impacts of climate change, including sea level rise.
Waste Disposal	Reducing the generation of waste and the disposal of waste to landfill sites as they reach capacity.
Water	Reducing water usage and maximising reuse of water.
Government Leadership	Working with all levels of government to manage the impacts of climate change.

Our strategies

Strategy 2025		External Contributors
8.1	Reduce greenhouse gas emissions and ecological footprint.	NSW Dept. of Environment and Heritage.
8.2	Monitor and strategically manage environmental risks and impacts of climate change.	NSW Dept. of Environment and Heritage.
8.3	Encourage and assist our community to be leaders in waste management and resource recycling.	NSW Dept. of Environment and Heritage.

Woollahra 2025

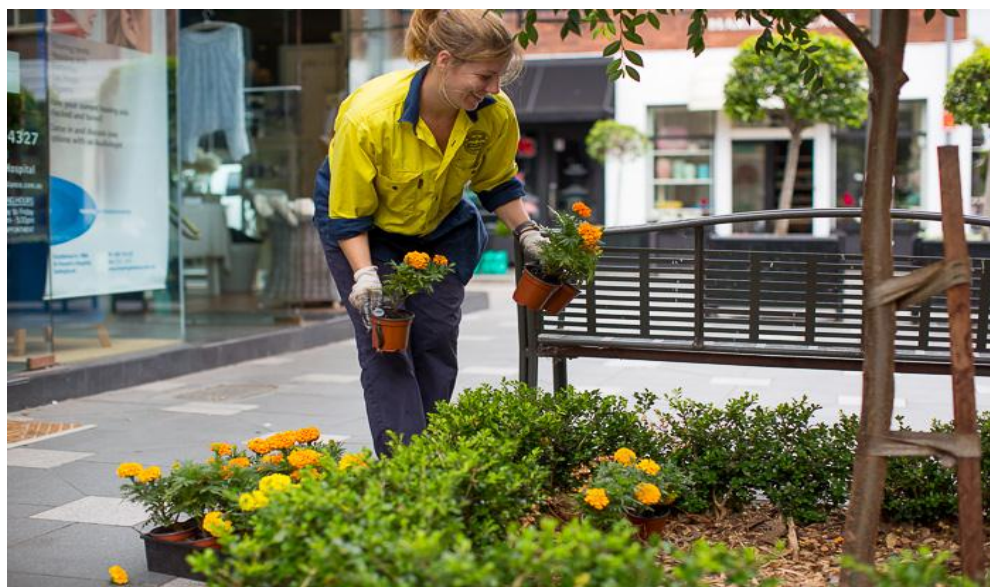
Our community, our place, our plan



Strategy 2025

External Contributors

8.4	Reduce local water usage by Council and on private property.	Sydney Water, NSW Dept. of Environment, Climate Change and Water.
8.5	Promote and carry out water sensitive urban design.	NSW Dept. of Environment, Climate Change and Water.



Woollahra 2025

Our community, our place, our plan



THEME: Local prosperity

Local prosperity refers to how we will support our local economy whilst balancing growth, business and tourism demands against community desires.

A prosperous community is one that provides a strong economic base while providing for the lifestyle benefits that we all enjoy in Woollahra. While economic security is important, there needs to be a balance to enable the fulfilment of family, community and leisure interests.

We have a relatively stable local economy. Woollahra is the location of some of Sydney's premier shopping precincts such as Double Bay, Paddington, Rose Bay and Queen Street, Woollahra. Set amid residences of great heritage value and surrounded by Sydney Harbour, open parks and tree lined streetscapes, the vibrant retail precincts present wonderful shopping and dining in the relaxed ambiance of small villages. This provides many opportunities for prosperity and development of a robust local economy.



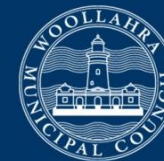
Over recent years the development of large shopping centres in surrounding areas has impacted on some of our local villages, particularly Double Bay and Oxford Street, Paddington. Support for our local businesses and shops is required to ensure that our local villages and shopping centres remain prosperous and continue to provide high quality, convenient local services and goods.

Local retail and business activities provide a diverse range of local employment opportunities. Other employers and economic activities within our area include Woollahra Council and numerous large private schools.

Set on Sydney Harbour, including the iconic site at The Gap, Woollahra is also a premier tourist area. From Watsons Bay to Paddington, the area is one of the most visited regions for overseas tourists to Sydney. We aim to support local business growth while protecting our local amenity.

Woollahra 2025

Our community, our place, our plan



THEME: Local prosperity

Goal 9: Community focused economic development

Our goal for 2025

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

Our key challenges

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

Our strategies

Strategy 2025		External Contributors
9.1	Encourage vibrant and vital local suburbs, villages and neighbourhoods that support a healthy economy.	Chambers of Commerce.
9.2	Balance tourism demands with impacts on the community.	Tourism NSW.
9.3	Maintain a high quality public domain to support and promote local business.	Chambers of Commerce.

Woollahra 2025

Our community, our place, our plan



THEME: Community leadership and participation

We expect ethical and responsive leadership from all levels of government and a genuine commitment to work together to make our community a better place to live. We want the opportunity to participate in decision making in things that are important to us such as infrastructure, transport, public services and facilities.

Through this ethical leadership Council will demonstrate 'best practice' and work together with our community to be a more sustainable Woollahra.

We can improve community governance by empowering communities to actively engage in civic life, to be involved in the decision making process and to take responsibility for identifying and providing solutions to their own concerns. That is, the ability to collectively work together towards solving problems and meeting needs.

Good governance underpins everything that is done by organisations, it is the way all organisations are held accountable. Consultation with the community showed that transparency and accountability – knowing what is done and why it is done - is extremely important to our residents.

We expect Council to effectively and efficiently manage public funds and assets. It is important that planning by Council ensures the provision of high quality services for our community, at the best possible value for money. Our area's sustainability is dependent on ensuring the resources available are used to provide the most effective services possible.

Finally, being open and accountable are essential parts of good corporate governance. This means making decisions in the wider public interest rather than for individual or personal gain and making information available in a form that can be accessed and understood by all community members.



Woollahra 2025

Our community, our place, our plan



THEME: Community leadership and participation

Goal 10: Working together

Our goal for 2025

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

Our key challenges

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

Our strategies

Strategy 2025		External Contributors
10.1	Improve communication with the community and increase awareness of Council's activities.	Residents, business, visitors to Woollahra.
10.2	Plan for the future for Woollahra.	Residents, business, visitors to Woollahra.
10.3	Build and foster relationships, strategic networks and work collaboratively with all levels of government, non-government organisations, the private sector and community groups.	Federal and State Government, South Sydney Regional Organisation of Councils, businesses, non-government and community organisations.

Woollahra 2025

Our community, our place, our plan



THEME: Community leadership and participation

Goal 11: Well managed Council

Our goal for 2025

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

Our key challenges

Decision Making	Effectively engaging, consulting and communicating with a changing community.
Policies and Strategies	Maintaining effective, up-to-date strategies, policies, systems and processes to deliver cost effective and efficient service to our community.
Risk Management	Protecting the community against damage and injury. The identification, assessment and proactive management of potential risks associated with the undertaking of all Council activities.
Council finances	Maintaining financial efficiency in a competing and demanding environment.
Assets	Funding the capital works required to maintain valuable community assets.

Our strategies

Strategy 2025

Strategy 2025		External Contributors
11.1	Facilitate community led decision-making that is open, honest and ethical and benefits the broad community.	NSW Division of Local Government.
11.2	Develop and maintain effective reporting systems that enable Council to measure and report on performance.	NSW Division of Local Government.
11.3	Maintain community access and effective participation in Council committees.	NSW Division of Local Government.

Woollahra 2025

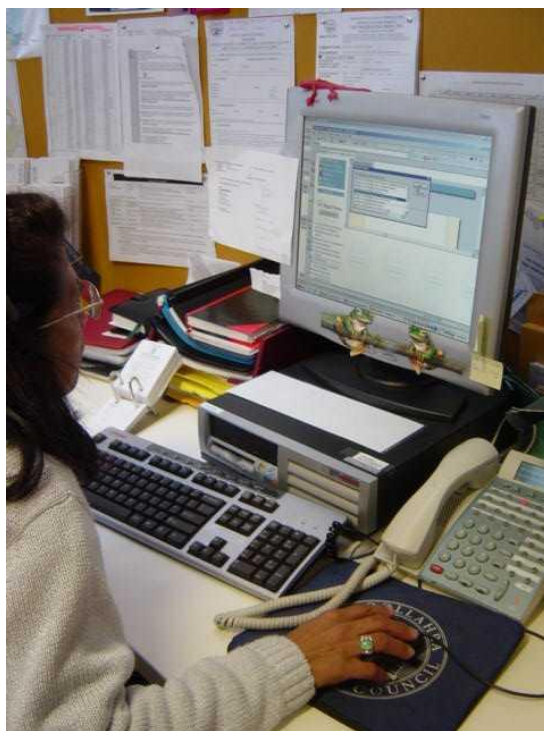
Our community, our place, our plan



Strategy 2025

External Contributors

11.4	Maintain Council's strong financial position.	NSW Division of Local Government.
11.5	Deliver high quality services that meet customer expectations.	
11.6	Minimise risk for Council and the community.	



Woollahra 2025

Our community, our place, our plan



References

Woollahra 2025 reflects the plans, strategies and policies below:

Local Environmental Plans

- Woollahra LEP 1995.
- Woollahra LEP No 27 – relevant to Strickland House, Vacluse.

Development Control Plans

- Residential Development Control Plan (2003).
- Access Development Control Plan.
- Applications and Applications to Modify Development Consents.
- Babworth House Development Control Plan.
- Bishopscourt Development Control Plan.
- Child Care Centres Development Control Plan.
- Development Control Plan for Off-Street Car Parking Provisions and Servicing Facilities.
- Double Bay Centre Development Control Plan.
- Development Control Plan for Advertising and Notification of Development.
- Development Control Plan for part of 13 Albert Street, Edgecliff.
- Development Control Plan for No 9 Cooper Park Road, Bellevue Hill.
- Development Control Plan for 188 Oxford Street Paddington [Royal Hospital for Women DCP].
- Development Control Plan for 118 Wallis St, Woollahra.
- Development Control Plan for School and College Development.
- Edgecliff Commercial Centre Development Control Plan.
- Hawthornden Development Control Plan.
- Kilmory Development Control Plan.
- Paddington Development Control Plan 2008.
- Rose Bay Centre Development Control Plan.
- Telecommunications and Radiocommunications Development Control Plan.
- Watsons Bay Development Control Plan.
- White City Development Control Plan.
- Woollahra Heritage Conservation Area Development Control Plan.
- Woollahra Development Control Plan – Exempt & Complying Development.

Woollahra 2025

Our community, our place, our plan



Policies, Strategies, Guidelines

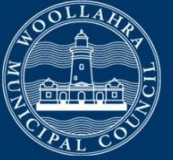
- Community Garden Policy (2008).
- Community Partnership Program (26/8/2002).
- Community Services Policy (5/9/2005).
- Community & Cultural Grants Policy (6/4/2009).
- Community Consultation Policy & Guidelines for Communicating and Consulting with the Community (13/6/2006).
- Community Cultural Relations Statement (14/8/2006).
- Crime Prevention Plan.
- Double Bay Public Domain Improvements Plan.
- Double Bay Strategic Plan (26/6/1995).
- Playground Policy (11/3/2002).
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- Risk Management Strategy.
- Rose Bay Centre Public Domain Improvements Plan.
- Significant Trees Register – July 1991 (Volumes 1 to 4).
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Section 94 Contribution Plans

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Our community, our place, our plan



Section 94A Contributions Plan

- Woollahra Section 94A Development Contributions Plan (2011).

Plans of Management

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- Harbourview Park (2001).
- Local Parks (1995).
- Lyne Park (2003).
- McKell Park (1995).
- Natural Areas (Foreshore) (1996).
- Redleaf (1997).
- Regional Parks (1996).
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- Sir David Martin Reserve (2004).
- Trumper Park (1996).
- Woollahra Park (2001).