



2011/2012 Annual Report

Part 2 End of Term Reporting Community Strategic Plan

End-of-Term Report

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term.

The aim of the End-of-Term Report is to provide an update to the Woollahra Community on how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan, *Woollahra 2025 ... our community ... our place ... our place* and in doing so, provide information about how effective the Community Strategic Plan has been in delivering the desired outcomes.

Our End-of-Term Report provides comments in respect of progress Council has made through its Delivery Program and Operational Plans between 2008 and 2012 against each of the forty-five (45) agreed Strategies presented in *Woollahra 2025*.

The Report also highlights what Council considers to be the significant achievements during this term of Council (2008 - 2012) for each of the eleven (11) identified Goals which link the suite of Council's Integrated Planning & Reporting documents.

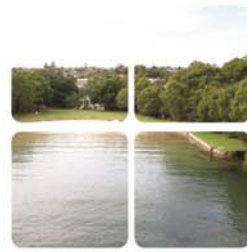
Council's End-of-Term Report was presented to the final meeting of the outgoing Council prior to the Local Government Elections held on 8 September 2012.

Highlights of our Achievements during the Council Term (2008 – 2012) include:

- A range of events and functions held to celebrate Council's sesquicentenary (150 years).

- Launch of the 'Community Creators' website.
- Opening of the Watsons Bay Public Art Sculpture.
- Completion of new planning and urban controls for the Kiaora Lands site in Double Bay to facilitate a major redevelopment of the public car parks and the Woolworths supermarket site.
- Council won the Conservation Maritime Heritage Award in the Energy Australia National Trust Heritage Awards 2010 for the conservation of the Dunbar Anchor at Gap Park.
- Watsons Bay Baths refurbishment and upgrade of the Baths including wheelchair accessible floating pontoon to allow water access.
- Adoption of the Woollahra Bike Strategy 2009.
- Improvement to over forty (40) bus shelters to ensure accessibility for the community.
- Upgrade of the Rose Bay ferry wharf.
- Storm water harvesting projects at Christison Park, Rose Bay Promenade and Lower Cooper Park.
- Environmental Grants Program annual grants awarded to community groups for environmental projects.
- Design Brief for Double Bay Library finalised.
- Installation of multifunction poles as part of the streetscape project in Double Bay.
- Support of the Rose Bay Fair and Bellevue Hill Fair.
- Participate in the 3 Council Ecological Footprint projects including sustainable demonstration house (Barrett House), compost revolution, and the go-solar project.
- Successful transition to the NSW Government's Integrated Planning & Reporting Framework for Local Government by 30 June 2012.

Further details of our Achievements are contained in the Term Report 2008-2012 that follows.



Woollahra 2025

our community... our place... our plan

Term Report (2008 – 2012)

Community Strategic Plan
End-of-Term Report 2012

Woollahra
Municipal
Council



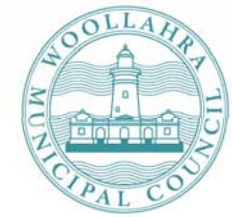
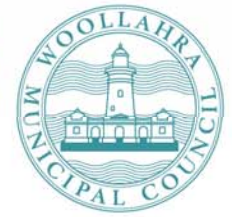


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Woollahra Municipal Council
 2008 - 2012
End-of-Term Report



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Message from the Mayor


I am pleased to provide this End-of-Term Report, which summarises the achievements of the last four year term of Council from 2008 to 2012. Guided by our Community Strategic Plan, *Woollahra 2025* we have integrated community feedback into the services and facilities we deliver and the decisions we have made. In taking on the responsibility to become elected officials we acknowledge the important role we have to provide social, environmental, economic and civic leadership within our community.

I am proud of the many project outcomes we have delivered to our community. Whilst not all our decisions have been popular, they have been made with the best of intention – to service the community we have been elected to represent.

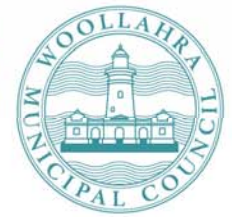
With the support of excellent staff, committed to delivering a high standard of service, we have spent the last four years improving the natural, social and cultural attributes that make our area unique. We have enjoyed many opportunities to work with representatives of our community to deliver great results. In reflecting on many achievements I would like to highlight a few:

- Our community enjoyed celebrating the sesquicentenary of Woollahra Council in 2010
- Council's joint development with Woolworths for Kiaora Lands will be a catalyst for revitalisation of the Double Bay commercial centre and a long term asset for the community
- The Gap Park Masterplan has been funded and implemented with the intention of saving lives and improving emergency services response times
- The Watsons Bay Baths upgrade has delivered a wonderful new recreational facility for residents and visitors to the area
- With the current upgrade of the Rose Bay ferry wharf, the construction of a new public boat ramp and a new café proposed for the location, the Lyne Park precinct is set to become an even more popular destination for residents, commuters and visitors.

The Council has joined the community in opposing inappropriate development, including the No High Rise Campaign for Double Bay and saying no to the proposed large scale Rose Bay Marina. We have also partnered with the community and not-for-profit organisations to provide a large range of community events, fairs and activities that promote community engagement. My thanks go to the Mayors and Councillors who have served over the last four years and who have committed themselves to serving the residents of Woollahra. I would like to commend them on giving up their time and enthusiastically representing the community. I have enjoyed my term as Mayor and I have continually been inspired by all the wonderful people I have met who are doing amazing work in our community and who share our vision to deliver the best possible future for Woollahra.


Councillor Susan Wynne
Mayor of Woollahra





Our Mayors and Deputy Mayors elected during the term 2008 – 2012

October 2008 –
September 2009

September 2009 –
September 2010

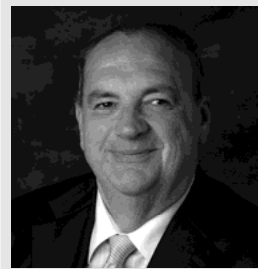
September 2010 –
September 2011

September 2011 –
September 2012

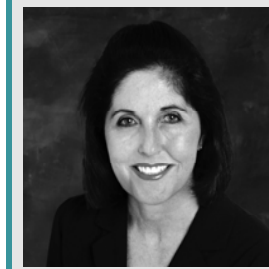
MAYOR'S
ELECTED
DURING
TERM



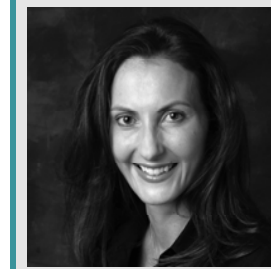
Councillor
Andrew Petrie



Councillor
Andrew Petrie

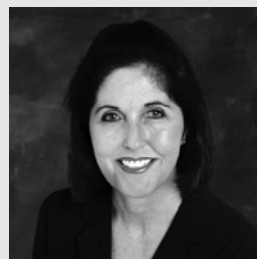


Councillor
Isabelle Shapiro

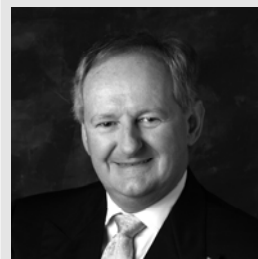


Councillor
Susan Wynne

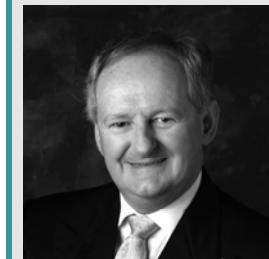
DEPUTY
MAYOR'S
ELECTED
DURING
TERM



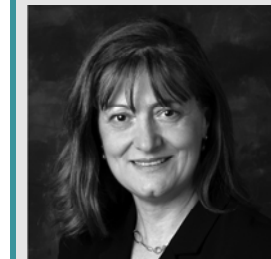
Councillor
Isabelle Shapiro



Councillor
Peter Cavanagh



Councillor
Peter Cavanagh



Councillor
Toni Zeltzer



Councillors during the elected term 2008 – 2012

The Local Government Elections were held on the 28 September 2008 and the following fifteen (15) Councillors were elected for a four year term, three Councillors for each ward within the Local Government Area.

BELLEVUE HILL WARD	COOPER WARD	DOUBLE BAY WARD	PADDINGTON WARD	VAUCLUSE WARD
<p>Councillor Sean Carmichael</p> 	<p>Councillor Andrew Petrie</p> 	<p>Councillor Chris Howe</p> 	<p>Councillor Peter Cavanagh</p> 	<p>Councillor Anthony Boskovitz</p> 
<p>Councillor Nicola Grieve</p> 	<p>Councillor David Shoebridge</p> 	<p>Councillor Ian Plater</p> 	<p>Councillor Susan Jarnason</p> 	<p>Councillor Lucienne Edelman</p> 
<p>Councillor Isabelle Shapiro</p> 	<p>Councillor Malcolm Young</p> 	<p>Councillor Toni Zeltzer</p> 	<p>Councillor Greg Medcraft</p> 	<p>Councillor Susan Wynne</p> 



About the End-of-Term Report

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term. The report is prepared for presentation to the final meeting of the outgoing Council prior to the Local Government Elections to be held on 8 September 2012.

The aim of this End-of-Term Report is to provide an update to the Woollahra Community how the Council is progressing towards achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan and in doing so provide information about how effective the Community Strategic Plan has been in delivering the desired outcomes.

Woollahra Council adopted its Community Strategic Plan "*Woollahra 2025 - our community...our place...our plan*" in April 2010 after conducting a comprehensive engagement and consultation strategy with the Woollahra community.

Working together, Council and the community developed a long term vision for the future of our Municipality that is now reflected in *Woollahra 2025*. This vision is to retain and improve the natural, social and cultural attributes that make our area unique and so valued by our community. Working together in this way is our opportunity to plan ahead to address the issues the community have told Council are important.

These issues include:

- maintaining and enhancing our low-rise mixed-use urban villages,
- caring for our parks and green open spaces,
- improving maintenance on our roads and footpaths,
- improving transport,
- protecting our amenity and heritage, and
- building a more engaged and involved community.





Responding to the issues the community have told us are important, *Woollahra 2025* presents the long term vision for Woollahra around five broad interrelated Themes. Supporting each of these Themes are key Goals and Strategies for Council to pursue and facilitate in partnership with our community and other government agencies. The five (5) Themes and supporting Goals around which *Woollahra 2025* and this End-of-Term Report is structured around:

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: **Quality places and spaces**

- Goal 4: Well planned neighbourhoods.
 - Goal 5: Liveable places.
 - Goal 6: Getting around.
- Key performance indicators:** Community satisfaction with the built environment and convenience of getting around.

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.

Theme: **Local prosperity**

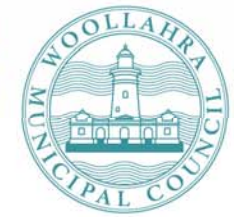
- Goal 9: Community focused economic development.
- Key performance indicators:** Employment figures and vacancy rates in commercial areas.

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.



Supporting each of the Goals in *Woollahra 2025* are a number of Strategies Council has committed to in order to achieve the agreed Goals.



In addition to the Community Strategic Plan, Council's Integrated Planning & Reporting Framework extends to include a 4 year Delivery Program and an annual Operational Plan.

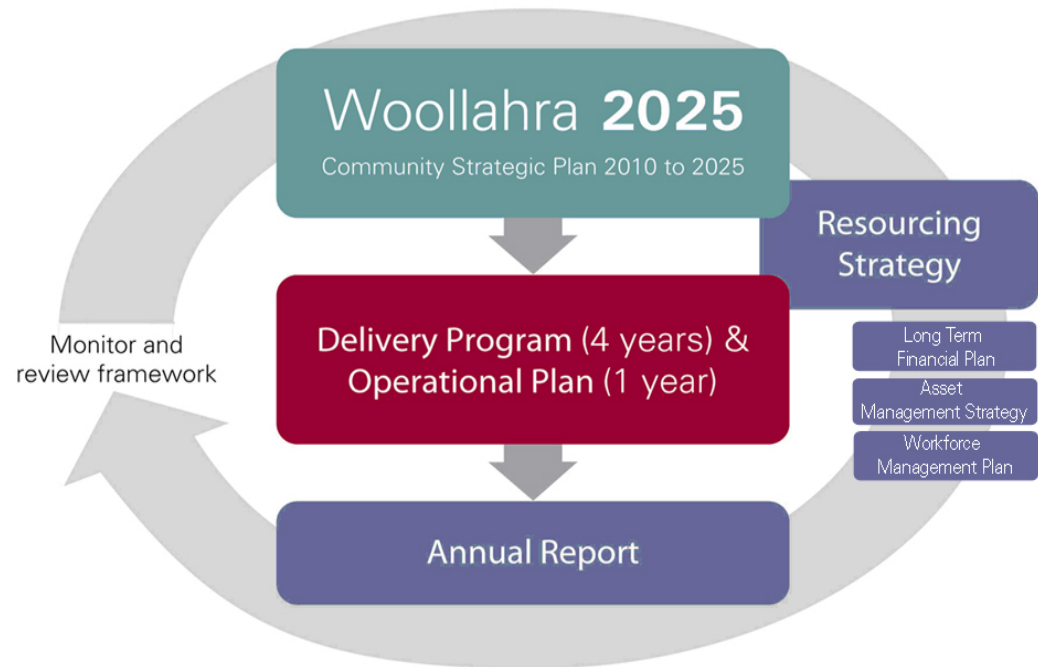
The Delivery Program describes how Council will work with the community to achieve community Goals. It outlines the priorities that Council will pursue to meet the Goals and Strategies Council has adopted and presented in *Woollahra 2025*. The Operational Plan includes Council's annual budget and provides detailed information on the range of Actions and Projects Council will undertake in the financial year that will assist in progressing towards the agreed community Goals. For ease of reference Council has combined its Delivery Program and Operational Plan into a single document which is reviewed and updated on annual basis.

Council's Integrated Planning & Reporting Framework is presented in the opposite diagram.

This End-of-Term Report provides comments in respect of progress Council has made through its Delivery Program and Operational Plans between 2008 and 2012 against each of the forty-five (45) agreed Strategies presented in *Woollahra 2025*.

The Report also highlights what Council considers to be the significant achievements during this term of Council (2008 - 2012) for each of the eleven (11) identified Goals which link the suite of Council's Integrated Planning & Reporting documents.

Presenting the End-of-Term Report in this manner will assist the incoming Council, to be elected at the September 2012 Local Government Elections, to undertake a review of *Woollahra 2025* and prepare the Council's next Delivery Program and Operational Plan.





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.



Goal 1: A connected and harmonious community

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

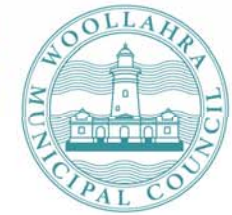
1.1 Foster and build community partnerships and networks.

We foster and build community through partnerships with schools, community organisations and groups. The partnerships provide a mix of skills and expertise from all parties providing greater capacity and increased use of local assets. Successful partnerships and networks has seen the implementation of the IT skills program hosted by local schools, Carols by Candlelight event, Play Date group for young parents, a Social History project, participation in the Eastern Suburbs Suicide Prevention Network and a Men's Chat Group. We encouraged community partnerships through contributing to the Double Bay Partnership since 2009 and the provision of up to \$70,000 per annum for community and cultural grants. Many of these grant recipients were the result of partnerships of a number of community groups, businesses and individuals.

1.2 Increase engagement in community activities.

Council increased community engagement through the management of community activities and the facilitation of activities run by community organisations. Our annual event program provides an excellent way of increasing the engagement of our community and enhancing the awareness of activities on offer within the local area. Council activities that fostered community participation includes the Library and Information Services cultural program, cultural activities such as the Woollahra Small Sculpture Prize and Public Art Programs, celebration of events such as International Women's Day and Woollahra Citizenship Awards and environmental activities such as Puppies in the Park, community gardens in various locations and bush regeneration.

We have provided support and encouragement for activities run by community groups through the provision of community, cultural and environmental grants, accessible community venues, publicity and staff support.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

1.3 Improve access to information.

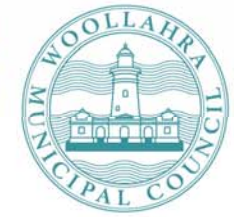
Council provided information to residents of Woollahra through a wide range of avenues and mediums. We have embraced the use of online information, with online newsletters and the use of social media such as Twitter, Facebook, Pinterest, Flickr and podcasting, to broaden access to information regarding activities and events in the local area. We increased the number of residents receiving information regarding community activities through Council's website, What's On community newsletter, New Residents Kits and Community Information databases.

A major project over the past 2 years has been the development of a new website, launched in July 2012. The 'Community Creators' website provides residents of Woollahra with the tools to share and search for information related to community projects across the local government area and surrounding areas. Residents can also use the site to promote the work they do in the community and enter into online conversations with others.

1.4 Encourage respect and support for social and cultural diversity and inclusion.

Council continued to actively participate in the Eastern Region Local Government Aboriginal & Torres Strait Islander Forum to support reconciliation activities, working in partnerships to produce the Pauline McLeod Award and regular bush tucker walks. We celebrated good citizenship through the Woollahra Citizenship Awards and monthly Citizenship Ceremonies.

To ensure we continue to provide culturally appropriate information and materials to the community, a full review and update of the community language collection in the Library & Information Service was completed in 2010, ensuring that the library collection remains relevant to the Woollahra community, encouraging cultural diversity and inclusion. The Library Service also celebrated National Aborigines and Islanders Day Observance Committee (NAIDOC) and Harmony Weeks each year with special activities in the Children's program.

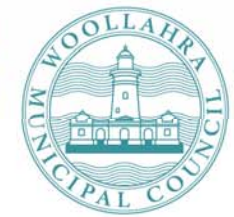


Goal 1: A connected and harmonious community

Highlights of our Achievements 2008 - 2012

- Redesigning the website to improve access to information and the introduction of online communication methods such as social media and networking programs.
- The facilitation of IT training courses for seniors provided by local high schools.
- Promoting Good Neighbour Day and Harmony Day on an annual basis.
- Review and update of the Library's Community Language Collection in 2010.
- An increase in the Community and Cultural Grants Program, with over \$70,000 awarded in grants in 2011.
- Woollahra Small Sculpture Prize and 'What's on' Newsletter made available for subscription online.
- Launch of the 'Community Creators' website.
- Increased financial and in-kind support of the Rose Bay Fair and Bellevue Hill Fair and many community days over the past 4 years.





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.

Declining volunteers Attracting and retaining volunteers to maintain community services and recreational activities.

Independent living Providing sufficient support services for older people and people with special needs.

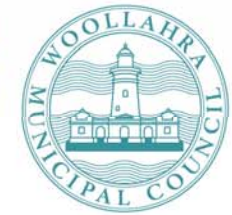
Increasing carers Providing adequate support for the increasing number of carers in our community.

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.

Community safety Addressing community safety concerns, including anti-social behaviour, graffiti and stealing from property.

A place for young people Including young people in the planning of community activities and facilities.



Goal 2: A supported community

Woollahra 2025 - Strategies

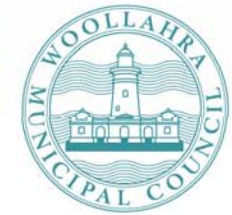
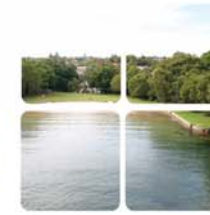
2.1 Increase access to services and information to support families, young people and seniors.

Progress against our Woollahra 2025 Strategies (2008 - 2012)

Council completed a Child Care Study and a Child Care Development Control Plan in 2010 to encourage the provision of children's services to the community. This has resulted in an increase in applications for child care places throughout the Municipality, supporting the needs of young families. Council operates a Preschool for sixty (60) students per day providing a high quality educational and social skills development program. In early 2012 a lift was installed at the Preschool to improve access to children and families with disabilities.

In early 2012 Council resolved to support Holdsworth Community Centre and Services to integrate food services provided to seniors in Woollahra. This involved the amalgamation of the meals on wheels service and centre based meals service, resulting in a new service model to be conducted at the Woollahra Seniors and Community Centre from 2013. This means that more effective outreach programs can be developed to ensure that more people are staying safely and happily in their own homes much longer and avoiding premature admission to aged care facilities. It is also a community model, providing frail aged, seniors and all other members of the community a place to congregate and make community and social connections.

In recent years Council has focused on support and information provision on mental health issues. Strategies have included information sessions for the community being hosted by organisations including the Black Dog Institute, LifeLine and the Wesley Mission. Council is also a member of the newly formed Eastern Suburbs Suicide Prevention network which aims to develop resources for the local community that will support individuals and families experiencing mental health issues.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

We have supported services for young people through a close relationship with youth agencies and local schools through the Community Grants Program and the Youth Services Forum.

Council has supported organisations that rely on volunteers to provide a range of services to our local residents through a Volunteers Forum. The support includes presentations that improve the management, recruitment and retention of volunteers and OH&S responsibilities.

As an outcome of the Home Library Service Review in 2009, the Library placed an emphasis on the development of a volunteer program to assist with selection and delivery of resources to housebound members of the community with the aim of reducing social isolation for the frail aged and people with disabilities.

2.2 Support opportunities to participate in active and healthy recreational activities.

Council supports and researches opportunities for the community to participate in active recreational pursuits. Council's parks and open spaces are regularly updated with new equipment and infrastructure that provides exciting opportunities for all. Most recently we have committed to providing more recreational youth based facilities including a proposed basketball facility within Lyne Park, Rose Bay. Other improvements have included a new adventure playground at Lyne Park, Rushcutters Bay Park and Robertson Park, upgrade of the Watsons Bay Baths, implementation of a Dinghy Storage Policy and facilities within public foreshores, continued management of Fitness Trainers within our parks and provision of high quality sports ovals for schools and clubs. Council also regularly updates our Plans of Management to guide us in the care, control and management of our parks.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

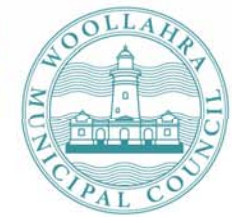
2.3 Encourage independent living for older people and people with special needs.

Programs for older people have continued to support independent living through the Woollahra Community Centre, providing opportunities for seniors to congregate and participate in the Healthy Lifestyle program which ranges from health care information, social and exercise sessions. These sessions will be continued in 2013 by Holdsworth Community Centre & Services. To assist in reducing social isolation, in 2011 the Library introduced an outreach program as part of the Home Library Service. This provides an opportunity for all Home Library members to attend three social events each year, meet new people and participate in lifelong learning activities.

Council, in partnership with Randwick City Council, have held Disability Information Expos on a bi-annual basis showcasing local services and activities that are accessible for people with special needs.

2.4 Protect the health and well - being of residents and visitors to our area.

Council provides a monthly childhood immunisation clinic for over 180 children annually. Council's Environmental Health Officers and Health & Food Safety Officer respond to requests and conduct investigations of all public health, food safety and pollution matters in accordance with subject service standards. Almost 700 food premises inspections were undertaken annually by Council inspectors with the majority of premises meeting the Council's requirements. By identifying and targeting problem areas in food safety and providing guidance to food premise proprietors, Council over the past 4 years has greatly reduced the overall number of premises not complying with the Food Safety Standards.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

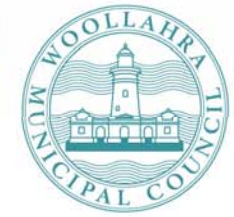
2.5 Improve community safety and reduce crime in Woollahra.

Council regularly receives feedback from community members and organisations, through the Community Safety Committee, which advise Council on local issues concerning personal and public safety for residents and visitors to the area. Council completed a Crime Prevention Plan in 2007 that was endorsed by the Attorney General's Department. A subsequent grant of \$50,000 was received by Council in 2008 to address stealing from cars in the Paddington and Darling Point areas which had a marked impact on reducing the occurrence of this crime. A Safer By Design Training Course was also provided for key staff to identify and reduce crime opportunity.

A range of information strategies have been implemented which included presentations on personal and home safety and the promotion of Good Neighbour Day which fosters safe communities and strengthens local networks. Council continued to work closely with organisations to address domestic violence and has hosted events including White Ribbon Day to raises awareness and provides information on local support networks.

2.6 Increase opportunities for youth involvement in developing activities and facilities.

Council supports youth initiatives that involve local youth with all the activities being enormously successful. A major initiative has been the Easy PC program which is a partnership between Council, local secondary school students and seniors to develop an IT Course aimed at up-skilling seniors. Other initiatives include the Youth Road Show and the partnership with Waverley Action for Youth Services in hosting activities during Youth Week.

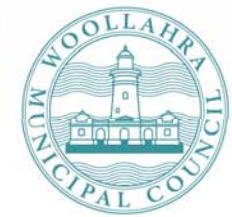


Goal 2: A supported community

Highlights of our Achievements 2008 - 2012

- The negotiation for a new model benefitting seniors to be managed at the Woollahra Seniors and Community Centre.
- Encouragement of additional child care places throughout the Municipality through the Child Care Study and Child Care Development Control Plan.
- The Woollahra Preschool installed a lift in early 2012, now providing access for children and families with a disability to the program.
- Further development of the Library Volunteer Program including promotions to attract new volunteers.
- Introduction in 2011 of an outreach program for Home Library members which includes hosting three social events per annum for members.
- Support provided by the Mental Health Program to the broad community.
- Watsons Bay Baths refurbishment and upgrade of the Baths including wheelchair accessible floating pontoon to allow water access.
- Concept plans prepared for the proposed new Double Bay Library to be constructed as part of the Kiaora Lands redevelopment project.





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.



Goal 3: A creative and vibrant community

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

3.1 Preserve and promote local history and heritage.

The Local History Centre continues to provide expert advice and materials regarding the history and heritage of the local government area. To further promote history and heritage of the area we commenced an outreach program in 2010, further engaging the general community.

Since 2011 places of heritage and historical significance have been digitized and placed online, improving access to these important landmarks, with a pictorial history of Woollahra now on the website. In 2011, Council resolved to establish a Woollahra Plaques Advisory Committee to identify places of significant cultural and historical importance within the Woollahra Local Government area.

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

Council has supported and hosted many celebrations since 2008, with a highlight being the celebration of Council's sesquicentenary (150 years) in 2010. A range of celebratory activities were held including a commemorative Council Meeting on 7 June 2010, exhibition of images and memorabilia from the formative years and the Woollahra Youth Photographic Award and Short Film Prize.

In response to community demand, the Library has reviewed its cultural program and has developed, in addition to its existing programs, a Writers & Readers series for Young People, which commenced in 2010. This program aims to connect young people with popular authors through free community talks and author visits to local schools. In 2011 the Library also commenced the 55+ Club which caters for senior members of the community and provides an opportunity for an hour's exclusive use of the Library, a free morning tea and chance to talk to new people.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

- 3.3 Provide innovative and enhanced library services that encourage lifelong learning.

Implementation of the Library Strategic Plan has resulted in many improvements to the physical and online environment provided by the Library and Information Service.

The Library has undertaken major works on both Watson Bay and Double Bay Libraries. Watsons Bay Library opened in its new location at the Tea Rooms in March 2010, allowing a larger, more flexible accessible space that has resulted in improved service provision. Double Bay Library was also renovated in 2011 to achieve increased seating, better layout of the collection and the introduction of new technology.

Improvements to Library technology have included the implementation of Radio Frequency Identification (RFID) technologies resulting in increased customer satisfaction and independence through self-check-out machines, improved security through security gates and annual stocktake and staff efficiencies. Other technology introduced includes Wi-Fi at all branches in 2008, a review and upgrade of the electronic databases in 2009 and the implementation of SMS and email messaging for borrower notification in 2010.

Following the development of the Library's Collection Development Policy and Plan in 2009, the Library has created a dynamic and responsive collection of resources, in a variety of formats to meet community demands. This includes the review and upgrade of the Community Language collection in 2010, the roll out of E-Audio in 2011 and E-Book technology in 2012 and the introduction of a Fast Read collection in 2012.



Woollahra 2025 - Strategies

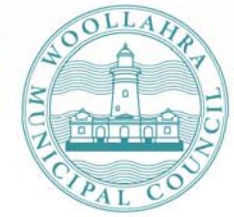
Progress against our Woollahra 2025 Strategies (2008 - 2012)

3.4 Support and promote arts, artists and cultural development within the local community.

Council actively supports and promotes the arts, artists and cultural development through the successful Woollahra Small Sculpture Prize, cultural development programs, the Cultural Grants Program and the Public Art Program. The Woollahra Small Sculpture Prize celebrated 10 years in 2010 and has grown into a significantly recognised Award on the Prize calendar, attracting over 500 entries from highly regarded local and international artists and judged by eminent arts industry professionals each year. Cultural institution partnerships have strengthened, which facilitated a Woollahra Small Sculpture Prize acquisition touring program in 2010. Increased interest in public art by the community has led to an expansion of the Public Art Program.

Since 2005, Council has provided mentorship and skills development in a dedicated Cultural Volunteer Staff Program. This program has seen the contribution of more than 2,500 volunteer staff hours returned back to Council's cultural programs.

We continue to support the peak choreographic and contemporary dance development organisation Critical Path by providing subsidised accommodation and by supporting their Research Residency Room Program. We have maintained strong relationships with the Waverley Woollahra Arts Centre, the Paddington Art Prize and Eastside 89.7 FM.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

3.5 Improve the accessibility of arts to the broader community.

Council has improved access to the arts through the community access program of the Woollahra Small Sculpture Prize and support of community based arts and cultural activities. Based around the Watsons Bay Library Upgrade in 2010, Council facilitated the community arts project, *'What Does Watsons Bay Mean to You?'*, which involved residents and local organisations such as Miroma and bush regeneration volunteers in the painting of seats now utilised in the Library.

The Woollahra Small Sculpture Prize included a schools component, artists' talks, website galleries and an increasing online presence through social media. The Woollahra Small Sculpture Prize E-News has in excess of 3,000 subscribers. Council has partnered with the Woollahra Philharmonic Orchestra to present a popular biannual chamber music series, held in Redleaf Council Chambers.

We have developed and implemented a Public Art Policy, succeeding in improving access to public art in many locations in the Municipality. This includes a temporary public art program, the adoption of a Public Art Trust Deed and the commissioning of three major public art works since 2008.

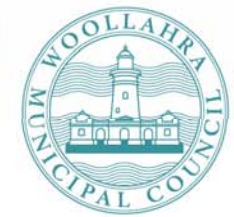


Goal 3: A creative and vibrant community

Highlights of our Achievements 2008 - 2012

- A range of events and functions held to celebrate Council's sesquicentenary (150 years).
- Continued growth and success of the Woollahra Small Sculpture Prize Touring Program in 2010, celebrating ten (10) years of the Prize.
- Partnerships with local cultural organisations including the Woollahra Philharmonic Orchestra Chamber Proms Series, Critical Path and the Paddington Art Prize.
- The adoption of a Public Art Trust Deed and development of Public Art Programs including the Traffic Signal Box Project and Temporary Art Installations.
- Introduction of the Writers & Readers program for Young People in 2010.
- Introduction of 55+ Club at Paddington and Watsons Bay Libraries, on a monthly basis.
- Renovations of Watsons Bay and Double Bay Libraries.
- Opening of the Watsons Bay Public Art Sculpture.
- Implementation of Radio Frequency Identification (RFID) technologies across all Library Service points since 2010 and the introduction of new E resources, including E-Books and E- Audio.
- Youth Photographic Award and Short Film Prize.





Quality places and spaces

Goal 4: Well planned neighbourhoods

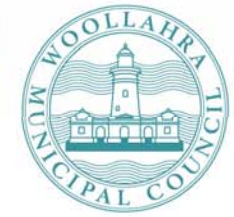
Our goal for 2025

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.
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. Balancing the protection of the leafy character of the area with achieving development demand.
Vibrant villages	Enhance and revitalise the village atmosphere of our shopping areas, providing convenient and easy access to a range of shops and facilities.



Goal 4: Well planned neighbourhoods

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

Council has reviewed and updated numerous development control plans applying to residential and business areas with the aim of improving the quality of development in our municipality. We continue to provide a pre-DA service which aims to assist applicants in the preparation of their development proposal and identify issues in the early stages of the design process. We undertake rigorous assessments of development applications, taking into consideration the applicable planning controls and guidelines.

4.2 Promote sustainable design in future private and public development.

Council has steadily increased its promotion of sustainability and sustainable design through numerous actions. One of the main actions has involved changes to our website with the introduction of a section for the environment. Subsections have been created for 'building and the environment', 'Council's sustainable projects' and 'environmental education'. We have also established a sustainable building advisory service which is aimed at people who are proposing to carry out work to their properties. The service provides advice on sustainable design features.

4.3 Protect local heritage and residential amenity, including protection of significant architecture and the natural environment.

Council continues our heritage conservation program by undertaking studies of individual buildings representing a range of architectural styles. Many new heritage items have been identified and provided with protection through listing in the Woollahra LEP 1995. Further, Council has also nominated a number of properties for listing on the NSW State Heritage Register.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

We have undertaken projects to increase and refine our policies for heritage conservation areas. Recognition of heritage conservation work on private properties was continued through the Woollahra Heritage Conservation Award, held every two years.

We have refined aspects of our major residential development policies with the intention of protecting and improving residential amenity. We have also commenced a review of our main residential DCP and precinct DCPs with the aim of producing a comprehensive DCP.

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

Diversity of housing choice is facilitated through Woollahra LEP 1995, which is the major local statutory planning document applying to the Municipality. In 2009 we commenced the preparation of a new Principal LEP for Woollahra. This LEP will maintain a statutory land use planning framework for a range of housing types across the Municipality. Part of this project involved the identification of additional sites for medium density housing.

4.5 Support and enhance the form and function of the local village atmosphere.

We have actively supported the Double Bay Partnership and the Paddington Business Partnership, the local business organisations representing the Double Bay Commercial Centre and the Oxford Street Paddington business strip. Both organisations are working to promote the economic revitalisation of these centres.

New planning policy has been introduced for the neighbourhood business centres across the Municipality. A major change was made to the Double Bay Centre DCP to facilitate redevelopment of the Kiaora Lands site. Development on this site is being carried out in partnership with Woolworths and will provide substantial economic benefits for the Double Bay Centre.

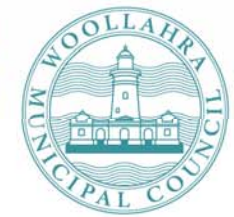


Goal 4: Well planned neighbourhoods

Highlights of our Achievements 2008 - 2012

- Completion of new planning and urban controls for the Kiaora Lands site in Double Bay to facilitate a major redevelopment of the public car parks and the Woolworths supermarket site.
- Completion of the Woollahra Contemporary Heritage Item Study with the heritage listing of nine (9) buildings designed and constructed over the period 1950 to circa 1980. Completion of the Woollahra and Watsons Bay Potential Heritage Item Study with the heritage listing of nineteen (19) buildings. All items were listed in Woollahra LEP 1995 (Amendment No.66), which was gazetted on 30 September 2011.
- Full review and updating of the Paddington Heritage Conservation Area Development Control Plan 1999 resulting in the approval of a new DCP in 2008.
- Amendment of Paddington Heritage Conservation Area DCP 2008 to introduce refined policy for loft structures over rear lane garages.
- Preparation of new loft over garage controls for precincts in the Woollahra Heritage Conservation Area DCP 2003.
- Completion of the Neighbourhood Centres DCP 2009.
- Preparation of a new Parking DCP.
- Substantial preparation of a new Principal LEP for the Municipality.
- Commencement of a new comprehensive DCP for the Municipality.
- Establishment of the sustainable building advisory service.
- Woollahra Council has won the Conservation Maritime Heritage Award in the Energy Australia National Trust Heritage Awards 2010 for the conservation the Dunbar Anchor at Gap Park.





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.



Goal 5: Liveable places

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

<p>5.1 Enhance local community, cultural and recreation facilities to become more attractive, integrated and accessible.</p>	<p>Significant upgrades to parks, playgrounds and recreational facilities were undertaken during the period. Some key upgrades were: Rushcutters Bay Park Playground, Watsons Bay Baths, Woollahra Ovals 2 and 3 (surfaces and floodlights) Christison Park exercise stations and Lyne Park Playground for older children. Council continues to deliver attractive, integrated and accessible recreation facilities. Council adopted a Community Facility Study in 2011, providing a strategic direction for the provision of adequate and accessible community facilities throughout the municipality.</p>
<p>5.2 Provide and maintain safe, clean, serviceable public infrastructure including roads, footpaths, parks, open space, stormwater drains and seawalls.</p>	<p>Council undertakes an annual capital works program to provide serviceable public infrastructure including roads, footpaths, parks, open space, stormwater drains and seawalls. Between 2008 to 2012, Council has undertaken infrastructure capital works improvements in 127 streets throughout the municipality. Council undertakes regular maintenance and proactive inspections on these assets to ensure they remain in a safe and clean condition.</p>
<p>5.3 Provide attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces.</p>	<p>During this term we made a significant investment in the safety and accessibility of our foreshore parks. A notable example is the work undertaken to develop and implement the Gap Park Masterplan. Following detailed community and stakeholder input, and with significant funding support from the Australian Government, we completed the Masterplan and have completed over \$2.4m of capital improvements which both improve the aesthetics and tourism potential of the park and address the long standing problem of suicide and self harm.</p>
<p>5.4 Protect trees, streetscapes and landscapes.</p>	<p>The development of the Woollahra Tree Management Policy 2011 provided the basis for how we are now protecting our trees, streetscapes and landscapes.</p> <p>Electronic asset management systems allow us to capture relevant information on all trees in high risk areas and to prioritise our pruning, removal and replacement programs.</p>



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

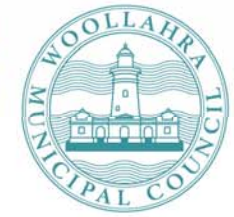
5.5 Enhance the physical environment of our local suburbs, neighbourhoods and town centres.

Through a combination of asset renewal works and streetscape enhancement projects, Council continues to enhance our neighbourhoods and town centres. Over the last four years, infrastructure renewal and upgrade works have been undertaken in 127 streets, notable examples being Stafford Street in Paddington, Towns Road in Vaucluse, Bunyula Road in Bellevue Hill and Powell Road in Rose Bay.

Major streetscape upgrades were completed in the Double Bay and Bellevue Hill commercial centres.

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

Council has been actively working to reduce the impacts of flooding and to improve floodplain risk management in the Woollahra Municipality by undertaking reviews of the existing flooding issues and developing appropriate strategies to mitigate these impacts in the long term. Council has engaged specialised consultants who have now completed Flood Studies for the four key floodplains, namely Rushcutters Bay, Double Bay, Rose Bay and Watsons Bay. Floodplain Risk Management Studies and Plans have been completed for Rushcutters Bay and Double Bay; with the Floodplain Risk Management Study and Plan for Rose Bay at draft stage. These various plans have been the subject of community consultation and have been reviewed and approved by the Floodplain Risk Management Committee. These various plans have identified specific stormwater upgrade works that can be completed over a number of years to reduce the incidence and severity of flooding. These recommendations form the basis for developing Council's stormwater capital works program each financial year.

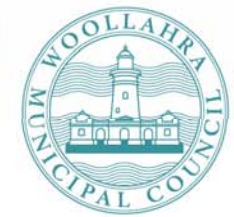


Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

In 2011, Council developed an Asset Management Strategy to help ensure the appropriate renewal and upgrade of public infrastructure including roads, footpaths, stormwater drains and seawalls. Further to the Strategy, Council has developed Asset Management Plans in the areas of Transport (including Roads), Stormwater and Land Improvements (incorporating Harbourside structures). The purpose of the Strategy and the various Asset Management Plans is to reduce the overall lifecycle costs associated with the ongoing maintenance and renewal of the assets which belong to the community of Woollahra. The Asset Management Plans have been developed in conjunction with Council's 10 Year Long Term Financial Plan. Council undertakes an annual review of the Asset Management Plans to ensure they remain current. In 2011, Council was successful in its application to the State Government to retain a special Infrastructure Levy in its rating structure to help fund additional capital works projects on an on-going basis.

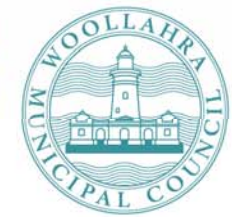


Goal 5: Liveable places

Highlights of our Achievements 2008 - 2012

- Upgrade of Watsons Bay Baths.
- Streetscape improvements in Double Bay and Bellevue Hill shopping centres.
- Upgrade of Lyne Park Boat Ramp.
- Renewal of sea walls at McKell Park and Lyne Park.
- Development of Flood Management Plans for the four catchments in Woollahra.
- Development of a comprehensive Asset Management Strategy and detailed Asset Management Plans for all classes of community assets.
- Infrastructure renewal work undertaken in 127 streets as part of the Infrastructure Renewal Program.
- Adoption of the Woollahra Community Facility Study in 2011.
- Upgrade of the Drill Hall, Rushcutters Bay in 2011, to provide an improved facility for community cultural activities.
- Improving access at the Gunyah, Watsons Bay, with a ramp and accessible toilets installed in 2009.
- Development and implementation of the Gap Park Masterplan.





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 friendly road and footpath networks.
Road Safety	Improving safety for all classes of road users, particularly pedestrian safety due to speeding.
Transport	Promoting improved public and community transport.



Goal 6: Getting around

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

Council continues to facilitate an improved network of accessible and safe alternate transport options. In 2009, Council adopted the Woollahra Bike Strategy which recommends a network of bicycle paths and facilities throughout the Municipality. Since 2009, Council has completed 19 new bicycle paths and facilities. Council has been working with the City of Sydney and 14 other Councils to develop a Regional Bike Network. We have undertaken a number of pedestrian facility improvement projects, including the installation of new pedestrian crossings and new 'Shared Zones' and the implementation of pedestrian access mobility schemes in Paddington and Double Bay. Particular focus has been given to improving pedestrian access and safety near primary schools.

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

Council continues to actively work to improve the management of public parking. On-street parking restrictions and resident parking are the subject of ongoing review through the Woollahra Traffic Committee. Council has undertaken a number of on-street parking occupancy studies to assist in determining the need for parking restrictions. Where appropriate, Council has undertaken resident surveys to determine their opinion with regard to the installation of additional parking restrictions. On-street parking in the Double Bay and Oxford Street shopping centres was reviewed. The recently approved Kiaora Lands Development will deliver 456 public parking spaces for the Double Bay retail area. Council has implemented a number of parking schemes to reduce the impact of boat and trailer parking on resident amenity, and Council continues to lobby the State Government regarding this matter. Council has recently resolved to introduce a Resident Visitor Parking Permit scheme.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

Improved integrated public and community transport has been promoted by Council. Council has installed and replaced three bus shelters per year and made improvements to 35 existing bus shelters to ensure that they are fully accessible to the whole community including the elderly and people with disabilities. Council actively participates in the Southern Sydney Regional Organisation of Council's Transport Forum and the Inner City Council's Forum for Transport Staff. These two forums have provided the opportunity to discuss and consult on regional traffic issues. Council has lobbied and made numerous representations to the State Government calling for improved public transport, including making a submission on the NSW Long Term Transport Masterplan. Some key public transport issues raised by Council include disabled access to the Edgecliff transport interchange, additional ferry services, and improved bus connectivity.

6.4 Reduce traffic congestion, noise and speeding.

In order to reduce traffic congestion, noise and speeding on local roads, Council has installed numerous new traffic facilities. Projects which have been undertaken include intersection realignment and the installation of roundabouts, speed humps, kerb blisters and pedestrian crossings. The purpose of these works is to improve amenity for local residents and to encourage through traffic to utilise the State roads.

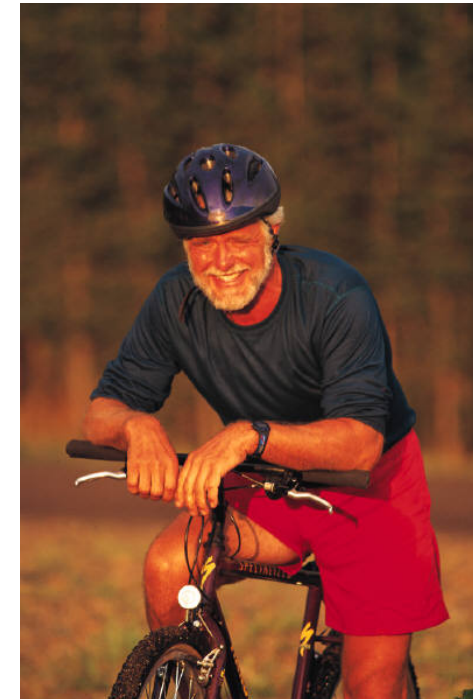


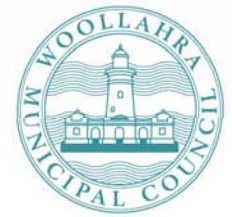


Goal 6: Getting around

Highlights of our Achievements 2008 – 2012

- Adoption of the Woollahra Bike Strategy 2009.
- Implementation of pedestrian access mobility schemes in Paddington and Double Bay.
- Improvements to over forty (40) bus shelters to ensure accessibility for the community.
- Installation of various new traffic facilities to improve amenity for local residents.
- Upgrade of the Rose Bay ferry wharf.
- Implementation of the Paddington 40K zone.
- Construction of two new roundabouts in Bellevue Road, Bellevue Hill.
- Traffic Management support for community events including the Bellevue Hill Fair, Rose Bay Fair, New Year's Eve and Davis Cup Tennis.
- Implementation of the pedestrian linkage scheme in Edgecliff Road, Woollahra.





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.



Goal 7: Protecting our environment

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

7.1 Protect natural landscapes, systems and biodiversity.	<p>In addition to our in-house and volunteer bush regeneration and bushcare programs, Council has engaged consultants to review our natural areas for future biodiversity improvement projects.</p> <p>We are currently reviewing key documents such as our Tree Management Policy and Plans of Management for the development of our first Biodiversity Strategy.</p>
7.2 Preserve and restore bushland areas and create wildlife corridor plantings.	<p>All bush regeneration and re-vegetation schedules were completed to schedule during the period. Our Biodiversity Strategy will include options for improvements to our existing Green-Web street tree programs. We continue to preserve and restore bushland areas and create wildlife corridor plantings as required.</p>
7.3 Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.	<p>Council continues to monitor all waterways in the local government area despite the finalisation of the Sydney Water stream-watch program.</p> <p>Council has installed Gross Pollutant Traps, litter booms, litter nets, porous pavers and sandfilters in our 4 main catchments being Rushcutters Bay, Double Bay, Rose Bay and Watsons Bay, to improve water quality.</p> <p>Council is currently working with consultants on a comprehensive Coastal Zone Management Plan which will guide our future estuary and waterways conservation programs</p>



Goal 7: Protecting our environment

Highlights of our Achievements 2008 - 2012

- Cooper Creek rehabilitation program included weeding, clearing, dredging, and native planting throughout Cooper Park.
- Storm water harvesting projects at Christison Park, Rose Bay Promenade and Lower Cooper Park.
- Water Sensitive Urban Design projects including Bellevue Hill shopping precinct, Lyne Park carpark, O'Sullivan Road and Hopetoun Avenue.
- Coastal Zone Management Plan.
- Our Environmental Education Officer is working directly with the community including residents, schools.
- Council staff and business groups on a diverse range of educational programs.
- Environmental Grants Program – annual grants awarded to community groups for environmental projects.
- Council was the recipient of three awards of the Local Government and Shires Association of NSW Excellence in the Environment Awards, being the Waste Avoidance Award, the Communication, Education and Empowerment Award and the Louise Petchell Memorial Award for Individual Sustainability.



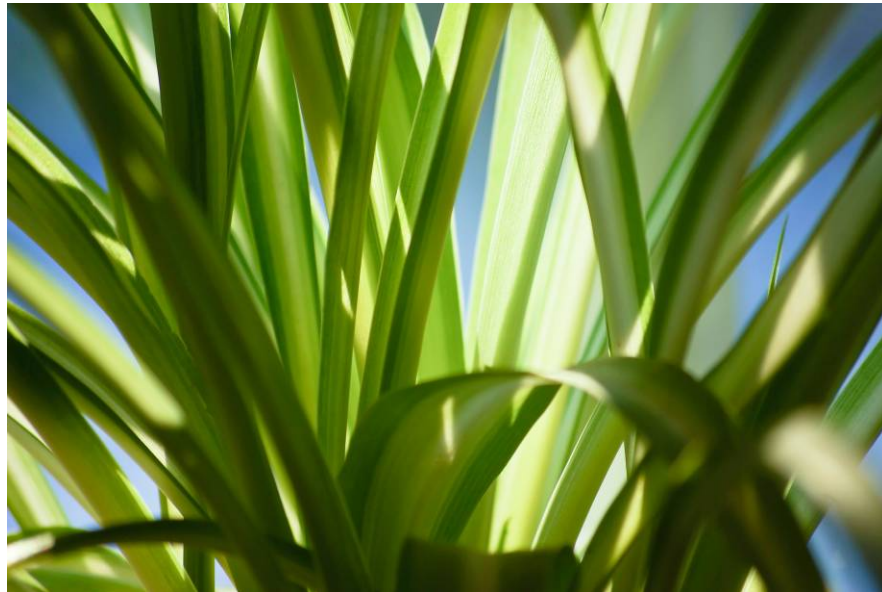


A healthy environment

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.



Goal 8: Sustainable use of resources

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

8.1 Reduce greenhouse gas emissions and ecological footprint.	<p>Staff and Councillors have been working with the community through the Sustainability Task Force, with Council working towards a 30% reduction in greenhouse gas emissions by 2025. We are using state of the art carbon tracking software (Ccap) to monitor all of our sites and emissions and to identify specific carbon reduction projects.</p>
8.2 Monitor and strategically manage environmental risks and impacts of climate change.	<p>Initial climate change risk assessments have been undertaken with the assistance of Statecover. We are currently undertaking a comprehensive analysis of all high risk areas for the development of a Climate Change Adaptation Plan.</p>
8.3 Encourage and assist our community to be leaders in waste management and resource recycling.	<p>Woollahra continues to provide weekly collection services for residual waste, food/organics and recycling for all residents, with a recovery rate of 84.5% and a 52% diversion rate.</p> <p>We continue to run education programs within schools and other interested residents on waste reduction, composting and worm farming.</p> <p>We continue to hold a number of e-waste collection days, 2nd Hand Sundays and participate in many joint ventures with other SSROC Councils.</p>



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

8.4	Reduce local water usage by Council and on private property.	<p>A number of storm water capture and reuse projects have been undertaken including Cooper Creek, Rose Bay Promenade and Hopetoun Avenue.</p> <p>As part of the 3 Councils sustainability initiative, we have a water reduction officer working with local businesses to reduce their water consumption.</p> <p>A number of water reduction initiatives including water tanks and water saving devices have been implemented on Council buildings.</p>
8.5	Promote and carry out water sensitive urban design.	<p>A number of significant water sensitive urban design projects were completed during the period including Lyne Park, Bunyula Road and Boronia Road in Bellevue Hill, Bellevue Hill shops and O'Sullivan Road in Rose Bay.</p> <p>Several significant water sensitive urban design (WSUD) features including an off line wetland and a salt marsh re-creation will form part of the new Plan of Management for Woollahra Park and the Woollahra Golf Course.</p>



Goal 8: Sustainable use of resources

Highlights of our Achievements 2008 - 2012

- Food/organic collection provided to all residents within the Municipality.
- 3 Council Compost Revolution.
- E-Waste collection service.
- Our first Carbon Reduction Strategy & Action Plan was adopted in June 2010. A number of projects have been identified and progressed and Since 2010, Woollahra Council has reduced its carbon footprint by 5.3%, making steady progress towards our 30% reduction target by 2025.
- Participate in the 3 Council Ecological Footprint projects including sustainable demonstration house (Barrett House), compost revolution, and the go-solar project.
- Sustainable Business Project Officer employed to work with local businesses on water and energy conservation.
- The implementation of the Sustainable Building Advisory Service to help residents reduce energy, water and waste in new home designs.
- Energy Savings Action Plan - installation of energy saving devices and efficient lighting has resulted in a 20% saving in electricity consumption at Councils top six (6) buildings.
- Renewable Energy Projects - 10 KW solar panel system has been installed at Redleaf Café.
- Water Savings Action Plan - has resulted in a 16% saving across Councils top ten (10) sites.
- Holdsworth Community Centre has been retrofitted with rainwater tanks, waterless urinals and a water wise garden. The site is being used for community workshops and as a demonstration site for residents.
- Environmental Schools Sculpture Competition.





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.





Goal 9: Community focused economic development

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

Council continued its program of preparing and updating precinct-based development control plans which respond to the variable character of our residential and business areas.

We have actively participated with the business communities in the Double Bay Commercial Centre and Oxford Street Paddington business strip in promoting economic revitalisation.

New planning policy has been introduced for the neighbourhood business centres across the Municipality. A major change was undertaken to the Double Bay Centre DCP to facilitate redevelopment of the Kiaora Lands site. Development on this site is being carried out in partnership with Woolworths and will provide substantial economic benefits for the Double Bay Centre.

9.2 Balance tourism demands with impacts on the community.

A key tourism location for the municipality is Watsons Bay. Council, in partnership with the Federal Government significantly improved Gap Park and Watsons Bay Baths. Considerable consultation was undertaken to ensure tourism and residents needs were considered and incorporated into the design.

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

Major infrastructure upgrades incorporating new paving, street furniture, light poles and banners were completed in the Double Bay and Bellevue Hill commercial centres.

There was a renewed focus on horticultural maintenance and footpath cleaning in the commercial centres.

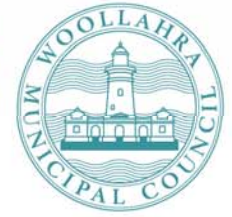


Goal 9: Community focused economic development

Highlights of our Achievements 2008 - 2012

- Finalisation of agreed commercial terms with Woolworths Limited for the redevelopment of lands in and around Kiaora Lane, Double Bay under a Public Private Partnership agreement, as well as significant progress made in preparing redevelopment concept designs that will include the new Double Bay Library.
- Design Brief for Double Bay Library finalised.
- Installation of multifunction poles as part of the streetscape project in Double Bay.
- Support of the Rose Bay Fair and Bellevue Hill Fair.
- Gap Park improvements including new curved fence and seating with under seat lighting at north Gap and Jacob's Ladder lookout areas and signage.
- Council won a LIFE Award at the Suicide Prevention Australia Awards for its ongoing efforts to reduce suicide at Gap Park.





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.



Goal 10: Working together

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

During the last four years there has been a steady transfer of information from printed form to online content. The shift has resulted from advances in technology and public demand for how information is to be provided. Given the diverse demographics of our local community we provide information in a wide range of formats in response to community feedback. Our website is both a preferred and popular form of communication on all the services and facilities we provide. Our website receives 137,000 hits a month on average. In the last four years we have decentralised the content management of the website to each division and department to ensure accuracy and currency of information. Our site is regularly reviewed with the aim of improving structure and navigation options to suit our customers. In the last four years we have extended our online engagement to include e-newsletters on a range of subjects to an increasing subscriber database. We have a targeted approach to social media directed at specific business functions and event activities.

We rely heavily on the local newspaper to communicate information on Council decisions and activity. Our communications team secure competitive editorial space and paid advertising weekly to help generate public awareness on Council initiatives. Our annual event program provides an excellent way of extending our engagement with the community and enhancing their awareness of our priorities.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

10.2 Plan for the future for Woollahra.

The Woollahra Community Strategic Plan "*Woollahra 2025....our community....our place....our plan*" was adopted by Council in April 2010. This 15 year strategic plan sets the long term vision for the future of the Woollahra Local Government Area and was developed in close consultation with the community.

Woollahra 2025 aims to retain and improve the natural, social and cultural attributes that make our area unique and so valued by our community. *Woollahra 2025* is our opportunity to plan ahead to address the issues the community have told us are important. These issues include maintaining and enhancing our low-rise mixed-use urban villages, caring for our parks and green open spaces, improving maintenance on our roads and footpaths, improving transport, protecting our amenity and heritage, and building a more engaged and involved community.

The Community Strategic Plan is supported through our strategic planning process by the four-year Delivery Program and our annual Operational Plan that present the short to medium term priorities and actions to be undertaken in progressing towards achieving the goals and strategies presented in *Woollahra 2025*.

Our new Integrated Planning & Reporting Framework is supported by Resourcing Strategy comprising Long Term 10 Year Financial Plan, comprehensive Asset Management Plans and a 4 Year Workforce Management Plan.



Woollahra 2025 - Strategies

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.

Progress against our Woollahra 2025 Strategies (2008 - 2012)

Council staff work closely with the Southern Sydney Regional Organisation of Councils (SSROC) to improve service efficiency and effectiveness and to promote Council's position on matters of common interest. We participate in General Managers Group, Senior Managers Resource Sharing Group, Human Resources Managers Group, Records Management Group, Waste Managers and Waste Educators, Environmental Managers and Educators, and Civil Engineers Group.

We have developed and maintained many partnerships with non-government and community groups throughout the Woollahra area. This has enabled Council to leverage our resources to provide improved community services to Woollahra residents, in areas such as youth, seniors, mental health and families. A notable example is the development of the Gap Park Masterplan, which was developed in collaboration with local residents, Rose Bay Police, Lifeline and the Black Dog Institute as well as the NSW and Australian Governments. A case study of the project, which was undertaken by Melbourne University for the Federal Department of Health and Aging, complements the Council on the best practice nature of its collaborative process.

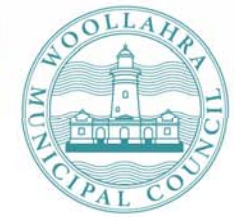


Goal 10: Working together

Highlights of our Achievements 2008 - 2012

- Council continues to participate in a number of Southern Sydney Regional Organisation of Council (SSROC) information sharing and professional development forums, including General Managers Group, Senior Managers Resource Sharing Group, Human Resources Managers Group, Records Management Group, Waste Managers and Waste Educators, Environmental Managers and Educators, and Civil Engineers Group.
- Participation in a number of Group Purchasing Schemes, including the SSROC Supply Managers Group and LG Purchasing and State Government Supply Contracts, and the SSROC Street Lighting Improvement Program.
- Purchase of Radio Frequency Identification (RFID) technology for Libraries through an SSROC joint procurement project which resulted in significant financial savings.
- Continued participation in the Sydney Coastal Councils Group.
- Participation in the Eastern Sydney Libraries Cooperative.
- Adoption of a new Agreement with Holdsworth Community Centre & Services in 2009, further increasing services to seniors, families, carers, people with disabilities and the broader community.





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 fulfill long term community goals.



Our key challenges

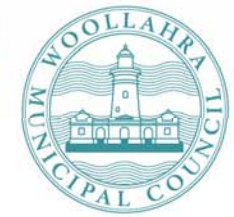
Decision Making Effectively engaging, consulting and communicating with a changing community.

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.



Goal 11: Well managed Council

Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

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

Community consultation continues to be done across the organisation regularly on a broad range of issues and programs. Council maintains a Community Consultation Policy and procedures to guide the process. Our corporate communications program has continued to promote the engagement process through media, advertising and other promotional opportunities. During this Council term assistance has been provided to Ward Councillors engaged in public consultation meetings with local residents. Our website is being used to promote public consultations and exhibitions and encourage submissions.

Democratic and transparent decision making is an important part in maintaining the community's support and confidence in Council. Council's well established and documented processes facilitate the community's active participation in and scrutiny of the decisions of Council.

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

The introduction of the Integrated Planning and Reporting legislation in 2009 presented Council with a tremendous opportunity to improve how we plan for the future of our community and the way we report on our progress and performance. Our Community Strategic Plan "*Woollahra 2025 – our community...our place...our plan*" was developed in consultation with the community and presents our shared long term vision for our Municipality. To support our Community Strategic Plan we now prepare a four year Delivery Program and an annual Operational Plan to present Council's short to medium term plans for service delivery and actions to maintain the prosperity of our Municipality.

To maintain transparency and good governance, Council reports quarterly to the community on its progress against the Priorities and Actions in the Delivery Program and Operational Plan.



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

	<p>Our Annual Report then provides a summary of our achievements each year and we engage in periodic community surveys to hear directly from the community on what we are doing well and where we need to keep improving.</p>
<p>11.3 Maintain community access and effective participation in Council committees.</p>	<p>The community's involvement in the Council decision making process is facilitated by the timely availability of meeting agendas on Council's website, at Council's Customer Service Centre and libraries, access to Council documents and files relating to agenda matters, open Committee meetings where members of the public can address the Councillors to voice their opinions, and the timely release of the meeting minutes on Council's website and at Council's Customer Service Centre.</p> <p>Council has also welcomed the community's active participation in a broad range of Advisory Committees and other Working Parties that provide valuable feedback and advice to Council to assist with future planning and service delivery.</p>
<p>11.4 Maintain Council's strong financial position.</p>	<p>Council has worked very hard to maintain its strong financial position in the face of a difficult economic climate since the Global Financial Crisis. Despite ever increasing costs and diminishing investment returns we have been able to maintain very high levels of service across all areas of Council's operations. During the Council term we have updated all of our comprehensive asset management plans and prepared a long-term financial plan based on sound economic principles and realistic forecasts that aims to deliver improved service delivery and infrastructure renewal.</p> <p>Council greatly appreciated the feedback we received from the Woollahra community in 2011 in relation to a Special Rate Variation. This feedback supported our request to the Independent Pricing and Regulatory Tribunal to retain an existing Environmental & Infrastructure Levy on a permanent basis. This was a significant step forward in ensuring Council's ongoing financial stability in the delivery of critical infrastructure renewal.</p>



Woollahra 2025 - Strategies

Progress against our Woollahra 2025 Strategies (2008 - 2012)

11.5 Deliver high quality services that meet customer expectations.

Quality customer service has been identified as one of Council's core values and we pride ourselves on the excellent level of service provided across a broad range of operational and professional service areas. We have continued to welcome all customer feedback which we use to provide ongoing improvement in service provision.

During this Council term we have implemented a quality service benchmarking strategy for our front line customer contact staff at the Council Chambers based around a 'Mystery Shopper' program. This provides our customer service team with independent feedback on the quality, timeliness and accuracy of information provided to our customers through direct telephone contact.

11.6 Minimise risk for Council and the community.

The effective management of risk remains a very high priority across all areas of Council's operations and services. We have a long standing commitment to be an industry leader with our approach to risk management and our reputation in this area has been enhanced over the past four years through the integration of our Risk Management, Good Governance and Internal Audit functions into an overarching Business Assurance Framework. This has included the establishment of an Independent Audit & Assurance Committee to provide oversight of and improve accountability for these critical assurance functions.

Council was also extremely pleased to receive industry recognition for its Business Assurance Framework by winning the 2011 Statewide Mutual Risk Management Excellence Award.



Goal 11: Well managed Council

Highlights of our Achievements 2008 - 2012

- Successful transition to the NSW Government's Integrated Planning & Reporting Framework for Local Government by 30 June 2010, which included:
 - Extensive Community Engagement Strategy and Community Survey undertaken in 2009/10.
 - Community Strategic Plan – '*Woollahra 2025 ... our community ... our place ... our plan*' adopted in April 2010.
 - Combined Delivery Program and Operational Plans adopted for 2009/10, 2010/11, 2011/12 and 2012/13.
 - Resourcing Strategy prepared comprising the Long Term Financial Plan, Workforce Management Plan and Asset Management Policy & Strategy.
- Extension of the legislated Integrated Planning & Reporting Framework to include the preparation of annual Department Service Plans (DSPs) for all Council Departments. The DSPs require the identification of actions that support continuous improvement across the range of Council's identified Corporate Priorities, including Financial Management, Risk Management, Good Governance, Customer Service, Workforce Development, Corporate Communications and Regional Engagement.
- Implementation of an Integrated Planning & Reporting Software System (Interplan) to measure and report on performance against all Priorities, Actions and Tasks contained in the Delivery Program, Operational Plan, and Department Service Plans, and incorporating Council's business risk register.
- Successful submission to the Independent Pricing and Regulatory Tribunal in 2011 of a comprehensive S508A Special Rate Variation application to continue the Infrastructure Renewal Levy and recover extraordinary increases in State Government charges.
- Participation in a Promoting Better Practice Review conducted by the NSW Division of Local Government (DLG) in 2010/11 that acknowledged many areas of Council's operations as being better practice or noteworthy practice.

Woollahra Municipal Council

2008 - 2012
End-of-Term Report



- DLG Promoting Better Practice Review acknowledges in respect of the conduct of Council and Committee meetings that *“Councillors appeared to be very respectful of each other and Council staff in attendance and worked well together in discussing and resolving items on the agenda”*.
- DLG Promoting Better Practice Review report advises that *“given the report concludes that, overall, Woollahra Municipal Council appears to be performing well and examples of better practice have been identified, it is not considered necessary that Council reports on its progress in implementing the outcomes of the review to the Division of Local Government”*.
- DLG Promoting Better Practice Review report notes Council’s Asset Management System to be *“a very impressive and innovative system that would be of specific interest to other councils”*.
- DLG Review of Council’s Integrated Planning & Reporting implementation notes the integration between the Community Strategic Plan, Delivery Program and the Operational Plan as *‘exemplary’* and suite of documents as *‘well-targeted’* to the community.
- DLG Promoting Better Practice Review report acknowledges a *“whole of organisation approach”* in relation to Council operations and decision making.
- Annual productivity improvements estimated at \$1.4 million per annum, or 0.4% of operating expenditure, over the period 2001/02 to 2009/10 contributing to budgeted operating results *(as determined by independent consultants Review Today Pty Ltd)*.
- Development of a council-wide Business Assurance Program incorporating Internal Audit, Risk Management and Good Governance, and including the establishment of an Independent Audit and Assurance Committee. This received industry recognition through the receipt of the 2011 Statewide Mutual Risk Management Excellence Award.

