



Finance, Community & Services Committee

Monday 5 August 2024
6.30pm

Agenda



Finance, Community & Services Committee (FC&S)

Woollahra Council will be holding Committee meetings (i.e. Environmental Planning (EP), Finance, Community & Services (FC&S) and Strategic & Corporate (S&C) with The Mayor, Councillors and staff will be participating in person. Members of the public are invited to attend the Committee meeting in person or watch and/or listen to meetings live (via Council's website).

Members of the public may also submit late correspondence. Instructions on how to do this are provided below:

- **To watch and/or listen to the meeting live (from 6.30pm)**
Details on how to watch and listen to the meeting live will be available at Council Agendas, Audio Recordings and Minutes.
<https://www.youtube.com/@woollahracouncil5355/streams>
- **To request to address the Committee (pre-register by 10.00am on the day of the meeting)**
Pre-register to address the Committee by 10.00am on the day of the meeting by using the relevant registration form on Council's website - www.woollahra.nsw.gov.au
- **To submit late written correspondence (submit by 10.00am on the day of the meeting)**
Members of the public may submit late written correspondence on an agenda item being considered at the Committee meeting. If you wish to make a written submission on an item on the agenda, please email your submission to records@woollahra.nsw.gov.au by 10.00am on the day of the meeting.

Once registered you will be forwarded information on how to join the meeting via email.

The audio recording and late correspondence considered at the meeting will be uploaded to Council's website by 5.00pm on the next business day.

Outline of Meeting Protocol & Procedure:

- The Chairperson will call the Meeting to order and ask the Committee Members and/or Staff to present apologies and/or late correspondence.
- The Chairperson will commence the Order of Business as shown in the Index to the Agenda.
- At the beginning of each item the Chairperson will invite member(s) of the public who registered to speak to address the Committee.
- Members of the public who have registered to address the Committee, will be allowed four (4) minutes in which to address the Committee. One (1) warning bell will be rung at the conclusion of three (3) minutes and two (2) warning bells rung at the conclusion of four (4) minutes. Please direct comments to the issues at hand.
- If there are persons representing both sides of a matter (e.g. applicant/objector), the person(s) against the recommendation speak first.
- At the conclusion of the allocated four (4) minutes, the speaker will take no further part in the debate unless specifically called to do so by the Chairperson.
- If there is more than one (1) person wishing to address the Committee from the same side of the debate, the Chairperson will request that where possible a spokesperson be nominated to represent the parties.
- After considering any submissions the Committee will debate the matter (if necessary), and arrive at a recommendation
- (R items which proceed to Full Council) or a resolution (D items for which the Committee has delegated authority).

Disclaimer:

Councillors, staff and members of the public are advised that meeting are being lived streamed, accessible via a link from Council's website.

By speaking at a Committee Meeting members of the public consent to their voice, image and personal information (including name and address) being recorded and publicly available on Council's website. Accordingly, please ensure your address to Council is respectful and that you use appropriate language and refrain from making any defamatory statements or discriminatory comments.

Woollahra Council **does not** accept any liability for statements, comments or actions taken by individuals during a Committee meeting. Any part of the meeting that is held in closed session will not be recorded.

People connecting to this meeting by conferencing technology are reminded that under the *Local Government Act 1993*, the recording of meetings by a member of the public using any electronic recording device including a mobile phone or video camera is not permitted. Any person found recording without the permission of Council may be expelled from the meeting.

The audio recording of each meeting will be retained on Council's website for a minimum period of 6 months. After that period has passed, recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

For further information please visit www.woollahra.nsw.gov.au

Recommendation **only** to the Full Council ("R" Items):

- Such matters as are specified in Section 377 of the Local Government Act and within the ambit of the Committee considerations.
- The voting of money for expenditure on works, services and operations.
- Rates, Fees and Charges.
- Donations.
- Grants Program.
- Asset Rationalisation.
- Corporate Operations:
 - Statutory Reporting;
 - Adoption of Council's Community Strategic Plan, Delivery Program and Operational Plan;
 - Delegations; and
 - Policies.
- Voluntary Planning Agreements (VPAs).
- Leases required to be determined by Full Council by specific legislative requirements.
- Matters which involve broad strategic or policy initiatives within responsibilities of Committee.
- Matters delegated to the Council by the Roads and Maritime Services.
- Residential Parking Schemes - Provision and Policies.
- Matters requiring the expenditure of moneys and in respect of which no Council vote has been made.
- Matters **not** within the specified functions of the Committee,
- Matters reserved by individual Councillors in accordance with any Council policy on "safeguards" and substantive change.

Delegated Authority to be determined at Committee level ("D" Items):

- General financial and corporate management of the Council, except those specifically excluded by statute, by Council direction or delegated specifically to another Committee.
Note: This is not to limit the discretions of nominated staff members exercising Delegated Authorities granted by the Council.
- Statutory reviews of Council's Delivery Program and Operational Plan.
- Finance Regulations, including:
 - Authorisation of expenditures within budgetary provisions where not delegated;
 - Quarterly review of Budget Review Statements;
 - Quarterly and other reports on Works and Services provision; and
 - Writing off of rates, fees and charges because of non-rateability, bad debts, and impracticality of collection.
- Auditing.
- Property Management.
- Asset Management.
- Works and Services - Monitoring and Implementations.
- Legal Matters and Legal Register.
- Parks and Reserves Management.
- Infrastructure Management, Design and Investigation.
- Community Services and Programs.
- Cultural Programs.
- Library Services.
- Health.
- Licensing.
- Liquor Licences.
- Regulatory.
- Fire Protection Orders.
- Residential Parking Schemes (surveillance and administration).
- Traffic Management (Traffic Committee Recommendations).
- Waste Minimisation.
- To require such investigations, reports or actions as considered necessary in respect of matters contained within the Business Agendas (and as may be limited by specific Council resolution).
- Confirmation of the Minutes of its Meetings.
- Statutory reviews of Council's Delivery Program and Operational Plan.
- Any other matter falling within the responsibility of the Finance, Community & Services Committee and not restricted by the Local Government Act or required to be a Recommendation to Full Council as listed above.
- Matters reserved by individual Councillors in accordance with any Council policy on "safeguards" and substantive change.

Finance, Community & Services Committee Membership: 7 Councillors
Quorum: The quorum for Committee meeting is 4 Councillors

Woollahra Municipal Council

Notice of Meeting

31 July 2024

To: His Worship the Mayor, Councillor Richard Shields ex-officio
Councillors Toni Zeltzer (Chair)
Mary-Lou Jarvis (Deputy Chair)
Peter Cavanagh
Luise Elsing
Nicola Grieve
Harriet Price
Mark Silcocks

Dear Councillors,

Finance, Community & Services Committee – 5 August 2024

In accordance with the provisions of the Local Government Act 1993, I request your attendance at Council's **Finance, Community & Services Committee** meeting to be held in the **Council Chambers, 536 New South Head Road, Double Bay, on Monday 5 August 2024 at 6.30pm.**

Members of the Public may:

- Register to address the meeting (via Zoom or in Person) by completing the relevant form available on Council's website: <https://www.woollahra.nsw.gov.au/files/assets/public/v/2/forms/registration-form-to-address-council-committee-2023-2024.pdf> and email the completed form to records@woollahra.nsw.gov.au by **10.00am on the day of the meeting.**
- Submit late correspondence for consideration by Councillors by emailing records@woollahra.nsw.gov.au by **10.00am on the day of the meeting.**

Watch and listen to the meeting live via Council's website:

https://www.woollahra.nsw.gov.au/council/meetings_and_committees/committees/finance_community_and_services_committee_fcs/fc_and_s_agendas_and_minutes

An audio recording of the meeting will be uploaded to Council's website following the meeting by 5.00pm on the next business day.

If you have any difficulties accessing the meeting please contact (02) 9391 7001.

Regards,

Craig Swift-McNair
General Manager

Finance, Community & Services Committee

Agenda

Item	Subject	Page
1	Opening	
2	Acknowledgement of Country (Gadigal People and Birrabirragal People)	
3	Leave of Absence and Apologies	
4	Disclosures of Interest	
Items to be Decided by this Committee using its Delegated Authority		
D1	Confirmation of Minutes of Meeting held on 1 July 2024 - 24/114816	7
D2	Woollahra Local Traffic Committee Minutes - 2 July 2024 - 24/133415.....	23
D3	Woollahra Local Traffic Committee Minutes - 26 July 2024 - 24/134426.....	33
D4	Confirmation of Minutes of Inclusion (Disability, Aged & Carers) Advisory Committee Meeting held on 3 July 2024 - 24/117392	39
D5	Confirmation of Minutes of the Public Art Panel Meeting held on 20 June 2024 - 24/129363	47
D6	Confirmation of Minutes of Arts and Culture Advisory Committee held on 15 July 2024 - 24/129665	55
Items to be Submitted to the Council for Decision with Recommendations from this Committee		
R1	Disability Inclusion Action Plan - Annual report 2023/24 - 24/121613	63
R2	Post Public Exhibition - Children, Youth & Families Strategy and Four Year Action Plan - 24/114992.....	79
R3	Outgoing Sponsorship Program Implementation - 24/103014.....	135
R4	Draft Events Policy and Draft Events Strategy for Public Exhibition - 24/131386.....	155
R5	Draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 - 24/134825.....	191
R6	Monthly Financial Report - 30 June 2024 Investment held as at 31 July 2024 - 24/125457.....	347
R7	Capital Works Program Status Report - June 2024 including 2023-24 Budget Rollovers and Revotes - 24/79564.....	357
R8	Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24 Progress Report June 2024 - 24/133354	403
R9	Closing and Sale of Road Reserve in Willara Lane adjoining 49 & 53 Wunulla Road, Point Piper (SC5969) - 24/20562.....	491
R10	Request for Tenders for the Lease and Operation of Lyne Park Tennis Centre at 550 New South Head Road Rose Bay - 24/121789	521
R11	Consideration of Tender Responses for the Lease and Operation of Watsons Bay Tea Rooms at 8 Marine Parade, Watsons Bay - Tender SC7974 - 24/129350.....	525
Note: Confidential Attachment 2 Circulated Under Separate Cover		
R12	Review of Council's Privacy Management Plan - 23/2397.....	541

Item No: D1 Delegated to Committee
Subject: **CONFIRMATION OF MINUTES OF MEETING HELD ON 1 JULY 2024**
Author: Sue O'Connor, Governance Officer
File No: 24/114816
Purpose of the Report: The Minutes of the Finance, Community & Services Committee of 1 July 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management.

Recommendation:

THAT the Minutes of the Finance, Community & Services Committee Meeting of 1 July 2024 be taken as read and confirmed.

Executive Summary:

This report presents the Finance, Community & Services Committee Meeting Minutes of 1 July 2024 for confirmation. The Minutes of the meeting are presented as **Attachment 1** for adoption.

Discussion:

The Finance, Community & Services Committee Minutes are presented to the Committee as a procedural matter. Any matter arising from the Minutes can be discussed. A copy of the Minutes are provided as **Attachment 1**.

Options:

Submission of Minutes to the Finance, Community & Services Committee Minutes is a procedural matter for the adoption of the Minutes.

Community Engagement and / or Internal Consultation:

No internal or external consultation has taken place in the preparation of this report.

Policy Implications:

There are no direct policy implications as a result of this report.

Financial Implications:

There are no direct financial implications as a result of this report.

Resourcing Implications:

There are no direct resourcing implications as a result of this report.

Conclusion:

The Minutes are presented for confirmation.

Attachments

1. Unconfirmed FC&S Minutes - 1 July 2024 [↓](#) 



Finance, Community & Services Committee

Monday 1 July 2024
6.30pm

Minutes



Finance, Community & Services Minutes

Monday 1 July 2024

Table of Contents

Item	Subject	Pages
D1	Confirmation of Minutes of Meeting held on 3 June 2024.....	379
D2	Woollahra Local Traffic Committee Minutes - 4 June 2024	379
Y1	Rose Bay Avenue, Bellevue Hill – Timed Parking Restrictions	380
Y2	Flinton Street, Paddington - Motor Bike Only Parking Restrictions	381
Y3	Broughton Street, Paddington - Mobility Parking Space.....	381
Y4	Trelawney Street, Woollahra - Parking Changes	382
Y5	Suttie Road, Woollahra - Investigation for Intersection Improvements at Manning Road and Attunga Street	383
R1	Monthly Financial Report - 31 May 2024 Investment held as at 30 June 2024	384
R2	Request for Fee Waiver for the University of the Third Age to Hold Weekly Classes at EJ Ward Paddington Community Centre	385
R3	Requests for Tender for the Licence and Operation of the Kayak Hire, Storage and Coaching facility in Rose Bay Park and for the Non motorised watercraft Hire and storage facility located at Tingira Memorial Park, Rose Bay	386
R4	Proposed Double Bay Christmas Fair and Organic Food Markets - Grant Funding	386

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Finance, Community & Services

Minutes of the Meeting held on 1 July 2024 at 6.30pm

Present: His Worship the Mayor, Councillor Richard Shields ex-officio
Councillors: Toni Zeltzer (Chair)
Mary-Lou Jarvis
Luise Elsing
Mark Silcocks

Staff	Emilio Andari	(Manager – Engineering Services)
	Jennifer Chenhall	(Manager – Governance & Risk)
	James Granter	(Coordinator - Economic Development)
	Rhys Johnson	(Governance Coordinator)
	Zubin Marolia	(Manager – Property & Projects)
	Vicki Munro	(Acting Director – Community & Customer Experience)
	Sue Meekin	(Director – Corporate Performance)
	Tom O’Hanlon	(Director – Infrastructure & Sustainability)

Also in Attendance: Nil

1. Opening

The Chair declared the Finance, Community & Services Committee of 1 July 2024 open and welcomed Councillors, staff and members of the public who are watching and listening to this evenings meeting.

2. Acknowledgement of Country (Gadigal People and Birrabirragal People)

The Chair read the following Acknowledgement of Country:

I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.

3. Acknowledgement of the Sovereign of the Day (King Charles III)

The Chair read the following Acknowledgement of the Sovereign of the Day (King Charles III):

I also acknowledge King of Australia King Charles III.

4. Leave of Absence, Apologies and Attendance by Audio-Visual Link by Councillors

Apologies were received and accepted from Councillor Price and Councillor Grieve and leave of absence granted.

4.1 Attendance by Audio-Visual Link

(Jarvis/Elsing)

Resolved:

THAT in accordance with clause 5.23 of Council's Code of Meeting Practice, the Committee approves the following Councillors participation in the Finance, Community & Services Committee Meeting of 1 July 2024 via Audio-Visual Link:

- Councillor Cavanagh

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

5. Late Correspondence

Late correspondence was submitted to the committee in relation to item R1

6. Disclosures of Interest

Councillor Jarvis declared a Non-Significant, Non-Pecuniary Interest in Item R4 (Proposed Double Bay Christmas Fair and Organic Food Markets - Grant Funding) as Councillor Jarvis is professionally associated with the Director of the Organic Food Markets. Councillor Jarvis remained in the meeting, participated in debate and voted on the matter.

Unconfirmed

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Items to be Decided by this Committee using its Delegated Authority

Item No: D1 Delegated to Committee
Subject: **CONFIRMATION OF MINUTES OF MEETING HELD ON 3 JUNE 2024**
Author: Sue O'Connor, Governance Officer
File No: 24/95961
Purpose of the Report: The Minutes of the Finance, Community & Services Committee of 3 June 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management.

(Silcocks/Jarvis)

Resolved:

THAT the Minutes of the Finance, Community & Services Committee Meeting of 3 June 2024 be taken as read and confirmed.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

Item No: D2 Delegated to Committee
Subject: **WOOLLAHRA LOCAL TRAFFIC COMMITTEE MINUTES - 4 JUNE 2024**
Author: Emilio Andari, Manager Engineering Services
Approver: Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/109706
Purpose of the Report: For the Committee to consider the recommendations of the Woollahra Local Traffic Committee.
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management.

(Jarvis/Elsing)

Resolved:

THAT the Recommendations Y1-Y5 contained in the minutes of the Woollahra Local Traffic Committee held on Tuesday 4 June 2024 be adopted.

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

Item No: Y1
Subject: ROSE BAY AVENUE, BELLEVUE HILL – TIMED PARKING RESTRICTIONS
Author: Frank Rotta, Traffic & Transport Engineer
Approvers: Ever Fang, Traffic & Transport Team Leader
Emilio Andari, Manager Engineering Services
File No: 24/85542
Purpose of the Report: To respond to requests from the local community.
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

(Jarvis/Elsing)

Resolved:

THAT '2P 7.30am-4pm, Mon-Fri, School Days Only' parking restrictions be installed on the southern side of Rose Bay Avenue, Bellevue Hill, immediately east of the timed 'No Stopping' restrictions in front of No.9 Rose Bay Avenue for a section of 16.8 metres (3 parking spaces), as indicated in Attachment 1, to increase parking opportunities and improve parking conditions in this area.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Item No: Y2
Subject: **FLINTON STREET, PADDINGTON - MOTOR BIKE ONLY PARKING RESTRICTIONS**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90013
Purpose of the Report: To respond to requests from the local community.
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

(Elsing/Shields)

Resolved:

THAT 'Motor Bike Only' parking restrictions be introduced at the following locations, as shown in Attachment 1, to improve access, sightline and traffic safety at these locations, including:

- A. On the western side of Flinton Street, immediately north of the existing landscaped kerb blister island in front of No.29 Flinton Street, Paddington for a section of 3.6 metres; and
- B. On the southern side of Flinton Street, immediately east of the existing landscaped kerb blister island in front of No.28 Flinton Street, Paddington for a section of 3.2 metres.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

Item No: Y3
Subject: **BROUGHTON STREET, PADDINGTON - MOBILITY PARKING SPACE**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90314
Purpose of the Report: To create reasonable access for a Mobility Permit holder to their residence.
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

(Elsing/Shields)

Resolved:

THAT:

- A. A 'Mobility Parking' space be installed on the northern side of Broughton Street, Paddington, for a length of 6 metres adjacent to property No.21 Broughton Street, as shown in Attachment 1; and
- B. The applicant be advised of Council's Procedure and conditions for 'Mobility Parking' zones, including the requirement to renew these zones annually.

Page 381

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

Item No: Y4
Subject: TRELAWNEY STREET, WOOLLAHRA - PARKING CHANGES
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90316
Purpose of the Report: To respond to a request from Consulate General of Poland.
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

(Elsing/Shields)

Resolved:

THAT the existing 6 metre 'No Parking Diplomatic and Consular Vehicles Excepted' restrictions on the southern side of Trelawney Street, adjacent to property No.10 Trelawney Street (also known as No.20 Fullerton Street), Woollahra, be relocated to the parking space immediately east of the vehicular crossing of this site and extended to 11.4 metres to allow dedicated parking for two (2) diplomatic and consular vehicles.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Item No: Y5
Subject: **SUTTIE ROAD, WOOLLAHRA - INVESTIGATION FOR INTERSECTION IMPROVEMENTS AT MANNING ROAD AND ATTUNGA STREET**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90717
Purpose of the Report: To respond to concerns raised by local community.
Alignment to Delivery Program: Strategy 6.1: Facilitate an improved network of accessible and safe active transport options.

(Elsing/Silcocks)

Resolved:

THAT:

- A. The following traffic calming measures at the intersection of Suttie Road, Manning Road, Attunga Street and Edward Street, as shown in the Concept Plan in Attachment 1, be approved in principle, subject to funding being sought in a future Traffic Capital Works Program or funding opportunities through State and Federal Government Grants:
- a. Install kerb extensions on the southern and northern side of Suttie Road with additional new kerb ramps;
 - b. Install 'Give Way' control intersection treatment with associated signs and line markings in Suttie Road at Manning Road;
 - c. Upgrade the existing 'Give Way' to 'Stop' control intersection treatment with associated signs and line markings for Attunga Street at Manning Road; and
 - d. Install double dividing line (BB line) in Manning Road on approach to the intersection for a section of 10 metres.
- B. A detailed design for the proposed traffic calming measures, together with community consultation feedback, be presented to a future local traffic committee meeting for consideration and approval.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

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

Item No: R1 Recommendation to Council
Subject: **MONTHLY FINANCIAL REPORT - 31 MAY 2024
INVESTMENT HELD AS AT 30 JUNE 2024**
Author: Abdullah Rayhan, Team Leader Financial Services
Approvers: Paul Ryan, Chief Financial Officer
Sue Meekin, Director Corporate Performance
File No: 24/109079
Purpose of the Report: To present the monthly financial report for May 2024 and to present a list of investments held as of 30 June 2024.
Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Note: Late correspondence was tabled by Paul Ryan, Council's Chief Financial Officer.

(Jarvis/Elsing)

Recommendation:

THAT Council:

- A. Receive and note the Monthly Financial Report – May 2024.
- B. Note that the Council's 12-month weighted average return for May 2024 on its direct investment portfolio of 5.26% (LM: 5.26%, LY: 4.21%) exceeds the benchmark 90-day AusBond Bank Bill Index of 4.43%.
- C. Note that the interest revenue for the year to date May 2024 is \$4.78M, exceeding our revised year to date budget of \$3.89M for the same period.
- D. Receive and note the list of Council's investments held as of 30 June 2024 (provided as late correspondence).

Note: *In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.*

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Item No: R2 Recommendation to Council
Subject: **REQUEST FOR FEE WAIVER FOR THE UNIVERSITY OF THE THIRD AGE TO HOLD WEEKLY CLASSES AT EJ WARD PADDINGTON COMMUNITY CENTRE**
Author: Susan Murray, Venue Coordinator
Approver: Vicki Munro, Manager Community & Culture
File No: 24/92485
Purpose of the Report: To request Council to waive the venue hire fees for the hire of EJ Ward Paddington Community Centre for The University of the Third Age (U3A) for ongoing weekly classes during school terms during the 2024/25 financial year.
Alignment to Delivery Program: Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

Note: The Committee amended Parts A and B of the Recommendation.

Recommendation:

THAT Council:

- A. Approve a reduction of the venue hire fees at EJ Ward Paddington Community Centre for the University of the Third Age (U3A), from \$1,537.50 per annum to \$615.00 per annum, being the not-for-profit rate for a small-size venue for the 2024/25 financial year.
- B. Advise the University of the Third Age (U3A) that they must apply under Council's Grants Program for any future waiving of Council's community venue hire fees.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Against the Motion

Nil

5/0

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Item No: R3 Recommendation to Council
Subject: **REQUESTS FOR TENDER FOR THE LICENCE AND OPERATION OF THE KAYAK HIRE, STORAGE AND COACHING FACILITY IN ROSE BAY PARK AND FOR THE NON MOTORISED WATERCRAFT HIRE AND STORAGE FACILITY LOCATED AT TINGIRA MEMORIAL PARK, ROSE BAY**

Author: Michelle Perez, Senior Property Officer
Approvers: Zubin Marolia, Manager Property & Projects
Tom O'Hanlon, Director Infrastructure & Sustainability

File No: 24/108263
Purpose of the Report: To inform Council of Officers' intention to invite Tenders for the licence and operation of the kayak storage and coaching facility in Rose Bay Park and the for the non motorised watercraft hire and storage facility at Tingira Memorial Park, Rose Bay.

Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

(Jarvis/Shields)

Recommendation:

THAT Council resolves to initiate Requests for Tender for:

- A. The licence and operation of the kayak hire, storage and coaching facility situated on a 48m² portion of Rose Bay Park.
- B. The licence and operation of the non motorised watercraft hire and storage facility situated on a 114m² portion of Tingira Memorial Park, Rose Bay.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

Item No: R4 Recommendation to Council
Subject: **PROPOSED DOUBLE BAY CHRISTMAS FAIR AND ORGANIC FOOD MARKETS - GRANT FUNDING**

Author: James Granter, Coordinator Economic Development
Approvers: Anne White, Manager Strategic Planning & Place
Vicki Munro, Manager Community & Culture
Scott Pedder, Director Planning & Place

File No: 24/103983
Purpose of the Report: To respond to a Council resolution requesting a further report on the Double Bay Christmas Fair.

Alignment to Delivery Program: Strategy 2.1: Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.

Page 386

Woollahra Municipal Council
Finance, Community & Services Committee Minutes

1 July 2024

Note: Councillor Jarvis declared a Non-Significant, Non-Pecuniary Interest in this item as Councillor Jarvis is professionally associated with the Director of the Organic Food Markets. Councillor Jarvis remained in the meeting, participated in debate and voted on the matter.

Note: The Committee amended Part B of the Recommendation.

(Jarvis/Silcocks)

Recommendation:

THAT Council:

- A. Approve the staff recommendation to support the Double Bay Christmas Fair 2024 with a grant allocation of \$7,500 from the Placemaking Grant stream.
- B. Approve a grant application to the value of \$4,006.25 to the Organic Food Markets for financial support in the 2024/25 annual grants round, subject to them holding their event in the first half of 2025.

Note: In accordance with Council's Code of Meeting Practice a Division of votes is recorded on this matter.

For the Motion

Against the Motion

Councillor Elsing
Councillor Jarvis
Councillor Shields
Councillor Silcocks
Councillor Zeltzer

Nil

5/0

There being no further business the meeting concluded at 7.05pm.

We certify that the pages numbered 375 to 387 inclusive are the Minutes of the Finance, Community & Services Committee Meeting held on 1 July 2024 and confirmed by the Finance, Community & Services Committee on 5 August 2024 as correct.

Chairperson

Secretary of Committee

Item No: D2 Delegated to Committee
Subject: **WOOLLAHRA LOCAL TRAFFIC COMMITTEE MINUTES - 2 JULY 2024**
Author: Emilio Andari, Manager Engineering Services
Approver: Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/133415
Purpose of the Report: For the Committee to consider the recommendations of the Woollahra Local Traffic Committee
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management

Recommendation:

THAT the Recommendations Y1-Y6 contained in the minutes of the Woollahra Local Traffic Committee held on Tuesday 2 July 2024 be adopted.

Executive Summary:

This report presents the Woollahra Local Traffic Committee Minutes held on 2 July 2024 for consideration by the Finance Community & Services Committee of 5 August 2024. The minutes are presented as **Attachment 1**.

Options:

There is no options on this report.

Community Engagement and / or Internal Consultation:

There is no community engagement and/or internal review on this report.

Policy Implications:

There is no policy implications on this report.

Financial Implications:

There is no financial implications on this report.

Resourcing Implications:

There is no resourcing implications on this report.

Conclusion:

The minutes are presented for consideration by the Finance, Community & Services Committee.

Attachments

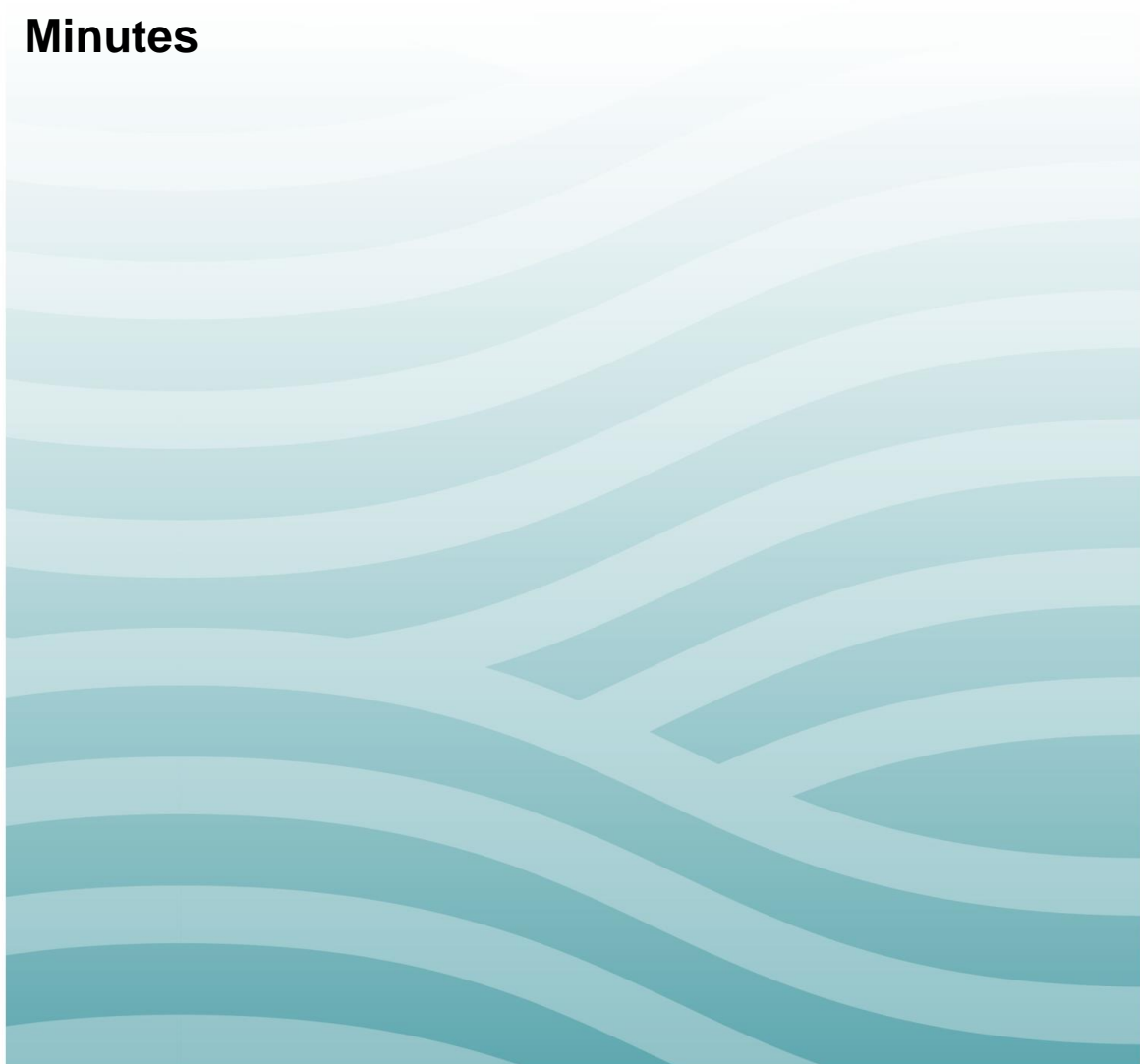
1. Woollahra Local Traffic Committee Minutes - 2 July 2024 [↓](#) 



Woollahra Local Traffic Committee

Tuesday 2 July 2024
10.00am

Minutes



Woollahra Local Traffic Committee Minutes

Tuesday 2 July 2024

Table of Contents

Item	Subject	Pages
1.	Opening	
2.	Acknowledgement of Country (Gadigal People and Birrabirragal People)	
3.	Leave of Absence and Apologies	
4.	Confirmation of Minutes of Meeting held on 4 June 2024	
5.	Matters arising from Minutes of Previous Meeting	
6.	Woollahra Local Traffic Committee recommendations not adopted or amended by Woollahra Council Finance, Community & Services Committee	
7.	Extraordinary Meetings	
8.	Late Correspondence	

Items to be Recommended to the Finance, Community and Services Committee by the Woollahra Local Traffic Committee for Consideration

Item	Subject	Pages
Y1	Rose Bay Centre - 40km/h High Pedestrian Activity Area	4
Y2	Queen Street, Woollahra - 40km/h High Pedestrian Activity Area	4
Y3	Watsons Bay Permit Parking Trial Review	5
Y4	Cranbrook Lane, Bellevue Hill - No Parking Restrictions.....	6
Y5	Etham Avenue, Darling Point - Timed Mail Zone Restrictions	6
Y6	Fitzwilliam Road and Burrabirra Avenue, Vaucluse - Traffic Calming Measures Design Plan	7
Z1	Transport for NSW Funded Projects Status	8

Woollahra Local Traffic Committee Minutes

The meeting of the Woollahra Local Traffic Committee was held in the Tarralbe Room (Committee Room), 536 New South Head Road, Double Bay, on 2 July 2024 at 10.00am.

Attendance

Committee Members:

Present:	Emilio Andari Van Le Taskira Islam Sgt Anthony Leeson Dylan Gojak	(Woollahra Municipal Council) (Chair) (Transport for NSW) (Transport for NSW) (Eastern Suburbs Police) (Kellie Sloane MP Representative)
Staff:	Tom O'Hanlon Jennifer Chenhall Yasas De Silva Ever Fang Coen O'Shannessy Velsamy Sankaran Jonas Manalang	(Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council)
Observer:	Bushara Gidies	(Transdev John Holland)
Also in Attendance:	Cr Mary-Lou Jarvis Cr Merrill Witt Andrew Maloney Dr Benjamin Kremer Maurie Stang Vivien Stang Marc Stang	(Councillor – Y3 and Y6) (Councillor – Y6) (Resident – Y3) (Resident – Y6) (Resident – Y6) (Resident – Y6) (Resident – Y6)

1. Opening

The Manager of Engineering Services declared the Woollahra Local Traffic Committee of 2 July 2024 open and welcomed Committee Members.

2. Acknowledgement of Country (Gadigal People and Birrabirragal People)

The Manager Engineering Services read the following Acknowledgement of Country:

I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.

3. Leave of Absence and Apologies

Apologies: Alex Greenwich MP (Member for Sydney)

4. Confirmation of Minutes of Previous Meeting

The minutes of Meeting No. 5/24 held in Tarralbe Room, Double Bay, and via teleconference on Tuesday, 4 June 2024 confirmed by Sgt Anthony Leeson and Dylan Gojak.

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

5. Matters arising from Minutes of Previous Meeting

Nil.

6. Woollahra Local Traffic Committee recommendations not adopted or amended by Woollahra Council Finance, Community & Services Committee

Nil.

7. Extraordinary Meetings

Nil.

8. Late Correspondence

- Two (2) late submissions were received in regards to Item Y3. A copy of these documents have been distributed to the other committee members via email and were also presented at the meeting.
- One (1) late submission was received in regards to Item Y6. A copy of the documents has been distributed to the other committee members via email and were also presented at the meeting.

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

**Items to be Recommended to the Finance, Community and Services Committee by
the Woollahra Local Traffic Committee for Consideration**

Item No: Y1
Subject: ROSE BAY CENTRE - 40KM/H HIGH PEDESTRIAN ACTIVITY AREA
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90703
Purpose of the Report: To improve pedestrian and road safety within the Rose Bay Centre
Alignment to Delivery Program: Strategy 6.3: Ongoing responsiveness to traffic congestion, noise and speeding.

Recommendation:

THAT:

- A. Council endorse the Rose Bay Centre High Pedestrian Activity Area (HPAA) Study, as shown in Attachment 1;
- B. A 40km/h HPAA be implemented in Rose Bay Centre, as shown in the Concept Plan in Attachment 2, subject to the concurrence of Transport for NSW (TfNSW) on a detailed design plan for the entry treatments with associated signage and pavement markings; and
- C. Council staff explore funding opportunities for the implementation of the Rose Bay Centre 40km/h HPAA through Federal and State Grants.

Committee Vote: Unanimous Support

Item No: Y2
Subject: QUEEN STREET, WOOLLAHRA - 40KM/H HIGH PEDESTRIAN ACTIVITY AREA
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/90704
Purpose of the Report: To improve pedestrian and road safety within Queen Street shopping precinct.
Alignment to Delivery Program: Strategy 6.1: Facilitate an improved network of accessible and safe active transport options.

Recommendation:

THAT:

- A. Council endorse the Queen Street, Woollahra, 40km/h High Pedestrian Activity Area (HPAA) Study, as shown in Attachment 1;
- B. A 40km/h HPAA be implemented in Queen Street, between Oxford Street and Ocean Street, Woollahra, as shown in the Concept Plan in Attachment 2, subject to the concurrence of Transport for NSW (TfNSW) on a detailed design plan for the entry treatments with associated signage and pavement markings; and
- C. Council staff explore funding opportunities for the implementation of the Queen Street 40km/h HPAA through Federal and State Grants.

Committee Vote: Unanimous Support

Page 4

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

Item No: Y3
Subject: **WATSONS BAY PERMIT PARKING TRIAL REVIEW**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/106147
Purpose of the Report: To review the trial permit parking scheme
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

Recommendation:

THAT the matter be deferred and presented to an Extraordinary Local Traffic Committee meeting which is to be held prior to the Finance, Community & Services Committee meeting in August 2024, in order to consider TfNSW's Permit Parking Guidelines 2024.

Note: Late correspondence tabled.

Note: Recommendation amended at meeting.

Note: Dylan Gojak from Kellie Sloane's office, requested that the matter be deferred to the next Local Traffic Committee meeting to allow time to review the late correspondence on the newly released Permit Parking Guidelines from TfNSW.

Note: Tom O'Hanlon, Council's Director of Infrastructure and Sustainability, Tom O'Hanlon, addressed the Committee and suggested an extraordinary Local Traffic Committee meeting be held prior to the next Finance, Community & Services Committee meeting in August 2024, in order to allow time to review the late correspondence on the newly released Permit Parking Guidelines from TfNSW.

Note: Cr. Mary-Lou Jarvis requested clarification from TfNSW regarding the approval process of the recently updated Permit Parking Guidelines 2024.

Note: Van Le from TfNSW supports the deferral and clarifies that TfNSW's position that the current trial parking restrictions can remain in place, and in operation, until the matter is discussed at the next Local Traffic Committee meeting.

Note: Sgt Leeson supports deferring the matter to allow the Committee members time to consider and review the late correspondence from TfNSW.

Committee Vote: Unanimous Support

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

Item No: Y4
Subject: **CRANBROOK LANE, BELLEVUE HILL - NO PARKING RESTRICTIONS**
Author: Coen O'Shannessy, Traffic & Transport Engineer
Approvers: Ever Fang, Traffic & Transport Team Leader
Emilio Andari, Manager Engineering Services
File No: 24/108260
Purpose of the Report: To respond to the request from local residents
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

Recommendation:

THAT a 'No Parking' restriction be installed on the eastern side of Cranbrook Lane, Bellevue Hill at the frontage of No. 21 Cranbrook Lane, starting immediately south of the gateway access to the tennis court driveway and continuing 26 metres north, ending immediately south of the driveway access of No. 19 Cranbrook Lane as shown in Attachment 1, in order to deter illegal parking, and improve access and traffic safety at this location.

Committee Vote: Unanimous Support

Item No: Y5
Subject: **ETHAM AVENUE, DARLING POINT - TIMED MAIL ZONE RESTRICTIONS**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/108391
Purpose of the Report: To respond to a request from Australia Post
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.

Recommendation:

THAT 'No Stopping 12pm-2pm Mon-Fri, Australia Post Vehicles Excepted' restrictions on the northern side of Etham Avenue, Darling Point and immediately east of the 10 metre statutory 'No Stopping' zone, for a distance of 6 metres as shown in Attachment 1.

Committee Vote: Unanimous Support

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

Item No: Y6
Subject: FITZWILLIAM ROAD AND BURRABIRRA AVENUE, VAUCLUSE - TRAFFIC CALMING MEASURES DESIGN PLAN
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/110641
Purpose of the Report: To improve road safety address local flooding issues.at this intersection.
Alignment to Delivery Program: Strategy 6.1: Facilitate an improved network of accessible and safe active transport options.

Recommendation:

THAT the design plan for the proposed kerb extension and infrastructure upgrades at the intersection of Fitzwilliam Road at Burrabirra Avenue, Vaucluse, and installation of 'Give Way' control with associated signs and line markings (as per attached Attachment 1 – Design Plan) be approved.

Note: Late correspondence tabled.

Note: Mr Benjamin Kremer addressed the Committee and raised a traffic assessment report was submitted the evening before the date of the Traffic Committee meeting. Mr Kremer reiterated his concerns on safety issues and raised these concerns to the Committee.

Note: Mr Marc Stang addressed the Committee and raised the design fails to consider turning movements of coach vehicles and large construction vehicles and results in safety concerns.

Note: Mr Maurice Stang addressed the Committee and raised there are no issues with the existing layout of the intersection and the proposed design would create safety issues.

Note: Dylan Gojak raised that he initially supported the proposed design however, requested to review the late correspondence.

Note: Council's Team Leader Infrastructure Assets, Yasas de Silva, noted the proposed kerb extension would effectively address the stormwater issues and improve road safety.

Note: Cr Merrill Witt noted the ongoing challenges with buses and heavy vehicles using the road and suggested considering directing coaches and heavy vehicles to utilise Wentworth Road.

Note: Cr Mary-Lou Jarvis highlighted concerns of stormwater flowing into Burrabirra Avenue which is a safety issue for residents. Cr Jarvis noted the current recommendation includes adjustments agreed upon during the site meeting and reflects a compromise reached to effectively address the stormwater issue while considering community priorities.

Note: Van Le from TfNSW supported the design and considered the proposal would reduce vehicle speed and assist with turning movements to improve road safety. Van also noted the proposed footpath upgrades would improve pedestrian accessibility and local amenities.

Note: Sgt Anthony Leeson supported the recommendations and noted the proposal was very unlikely to result in safety risks.

Woollahra Municipal Council
Woollahra Local Traffic Committee Minutes

2 July 2024

Note: Council's Manager Engineering Services, Emilio Andari, supported the design and noted the proposal would address the speeding issue which was identified along Fitzwilliam Road as well as local stormwater issues at the intersection involving overland flow from the road reserve into private property. Emilio also noted that the proposed design would ensure the kerb lines and road widths are consistent near the intersection and improve safety for all road users.

Committee Vote: Woollahra Municipal Council, NSW Police Force and Transport for NSW supports the recommendation. Kellie Sloane MP opposes the recommendation.

Items for Discussion by Committee Members

Item No: Z1
Subject: **TRANSPORT FOR NSW FUNDED PROJECTS STATUS**
Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/109569
Purpose of the Report: Monthly Update on Transport for NSW Funded Projects
Alignment to Delivery Program: Strategy 6.1: Facilitate an improved network of accessible and safe active transport options.

Recommendation:

THAT the information be received and noted.

Committee Vote: Unanimous Support

11. General Business

Nil

There being no further business the meeting concluded at 10:59 am.

We certify that the pages numbered 1 to 8 inclusive are the Minutes of the Woollahra Local Traffic Committee Meeting held on Tuesday 2 July 2024.

Chairperson

Secretary of Committee

Item No: D3 Delegated to Committee
Subject: **EXTRAORDINARY WOOLLAHRA LOCAL TRAFFIC COMMITTEE MINUTES - 26 JULY 2024**
Author: Emilio Andari, Manager Engineering Services
Approver: Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/134426
Purpose of the Report: For the Committee to consider the recommendations of the Extraordinary Woollahra Local Traffic Committee
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management

Recommendation:

THAT the Recommendation Y1 contained in the minutes of the Extraordinary Woollahra Local Traffic Committee held on Tuesday 26 July 2024 be adopted.

Executive Summary:

This report presents the Extraordinary Woollahra Local Traffic Committee Minutes held on 26 July 2024 for consideration by the Finance Community & Services Committee of 5 August 2024. The minutes are presented as **Attachment 1**.

Options:

There is no options on this report.

Community Engagement and / or Internal Consultation:

There is no community engagement and/or internal review on this report.

Policy Implications:

There is no policy implications on this report.

Financial Implications:

There is no financial implications on this report.

Resourcing Implications:

There is no resourcing implications on this report.

Conclusion:

The minutes are presented for consideration by the Finance, Community & Services Committee.

Attachments

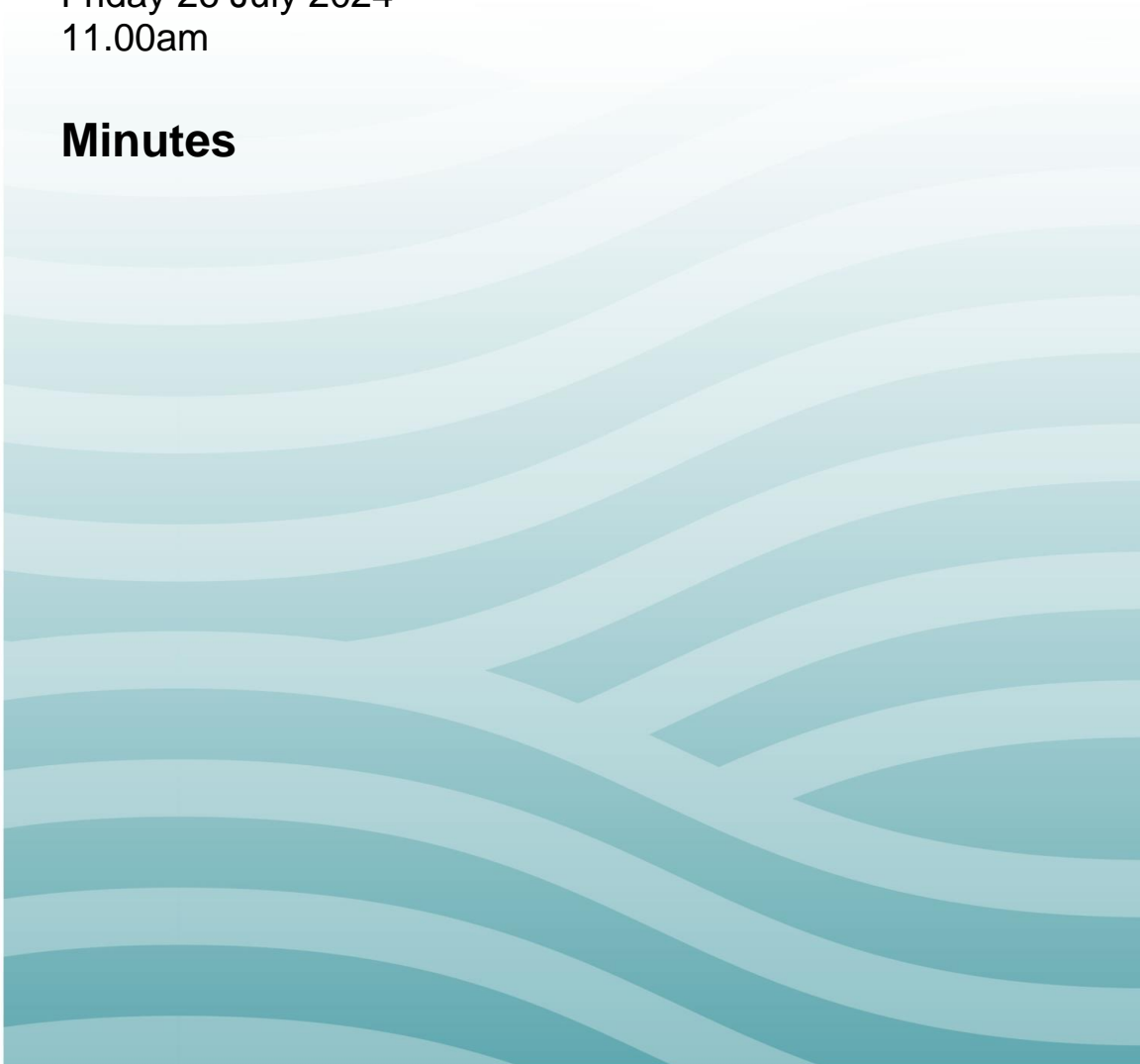
1. Extraordinary Woollahra Local Traffic Committee Minutes - 26 July 2024 [!\[\]\(693fcb3caaca16f960792dd4ef78f66d_img.jpg\) !\[\]\(9c6bb19b0f713ce4c978fc97945488c7_img.jpg\)](#)



Extraordinary Woollahra Local Traffic Committee

Friday 26 July 2024
11.00am

Minutes



Extraordinary Woollahra Local Traffic Committee Minutes

Friday 26 July 2024

Table of Contents

Item	Subject	Pages
1.	Opening	
2.	Acknowledgement of Country (Gadigal People and Birrabirragal People)	
3.	Leave of Absence and Apologies	
4.	Late Correspondence	
Items to be Recommended to the Finance, Community and Services Committee by the Woollahra Local Traffic Committee for Consideration		
Item	Subject	Pages
Y1	Watsons Bay Permit Parking Trial Review	3

Extraordinary Woollahra Local Traffic Committee Minutes

The Extraordinary meeting of the Woollahra Local Traffic Committee was held using video conferencing technology via Microsoft Teams on 26 July 2024 at 11.00am.

Attendance

Committee Members:

Present:	Emilio Andari Van Le Taskira Islam Sgt Anthony Leeson	(Woollahra Municipal Council) (Chair) (Transport for NSW) (Transport for NSW) (Eastern Suburbs Police)
Staff:	Tom O'Hanlon Ever Fang Coen O'Shannessy	(Woollahra Municipal Council) (Woollahra Municipal Council) (Woollahra Municipal Council)
Also in Attendance:	Cr Mary-Lou Jarvis Cr Merrill Witt Andrew Maloney Justin Hind	(Councillor – Y1) (Councillor – Y1) (Resident – Y1) (Resident – Y1)

Note: In accordance with Council's Code of Meeting Practice, this meeting was recorded from 11:10am. A resident made representations before recording commenced however, the resident re-addressed the committee for all correspondence to be captured by the recording.

1. Opening

The Manager of Engineering Services declared the Extraordinary Woollahra Local Traffic Committee of 26 July 2024 open and welcomed Committee Members.

2. Acknowledgement of Country (Gadigal People and Birrabirragal People)

The Manager Engineering Services read the following Acknowledgement of Country:

I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.

3. Leave of Absence and Apologies

Apologies: Alex Greenwich MP (Member for Sydney)
Kellie Sloane MP (Member for Vaucluse)

4. Late Correspondence

Nil.

Items to be Recommended to the Finance, Community and Services Committee by the Woollahra Local Traffic Committee for Consideration

Item No: Y1
Subject: WATSONS BAY PERMIT PARKING TRIAL REVIEW

Author: Ever Fang, Traffic & Transport Team Leader
Approver: Emilio Andari, Manager Engineering Services
File No: 24/122621
Purpose of the Report: To review the trial permit parking scheme
Alignment to Delivery Program: Strategy 6.2: Management of public parking on-street and off-street.
Recommendation:

THAT all existing 'P15minute Permit Holders Excepted Area WB1' restrictions in Watsons Bay, be replaced with '1P Permit Holders Excepted Area WB1' restrictions, in order to comply with the published TfNSW Permit Parking Guidelines 2024, and to maintain a balance with preferential treatment for residents and equitable parking for other motorists.

- Note:** Mr Andrew Maloney implored special consideration in implementing permit parking scheme in Watsons Bay given the uniqueness of this area and the road geometry in the peninsular. Concerns were raised on congestion, safety and access of emergency services as a result of the proposal.
- Note:** Mr Justin Hind did not object to the proposal however complained about cars illegally parked across his driveway and requested that any future permit parking scheme to be extended to the entire length of Gap Road to improve access to his residence.
- Note:** Cr Mary-Lou Jarvis raised strong concerns that the latest Permit Parking Guidelines does not allow flexibility for Council to provide local solutions to particular problems. Cr Jarvis requested the Committee to consider a more pragmatic approach, noting higher occupancy of permit parking spaces was observed during the trial period and indicated a more equitable use of these spaces.
- Note:** Cr Merrill Witt echoed the comments and concerns raised by local residents and Cr Jarvis, particularly regarding pedestrian safety and emergency access, and pointed out that Watsons Bay would be more densely populated in near future that would further increase traffic and parking pressure. Cr Witt also recommended to work with NPWS and explore more parking restrictions to alleviate parking pressure in this area.
- Note:** Mr Van Le from TfNSW responded to Cr Jarvis and Cr Witt's enquiries in relation to the development and approval process of the Guidelines. Mr Le confirmed that the Guidelines was developed internally by TfNSW and does not require approval from the Minister, however noting the Minister was informed throughout the process.
- Note:** Mr Van Le noted that TfNSW had taken in account feedback from all Councils during consultation period to form the decision to amend the Guidelines which applies to all areas in NSW to ensure reasonable access to the public roads for all road users. Mr Le stated that TfNSW is happy to work with Council and NSW Police to come up with strategies in line with the Guidelines to achieve a balance for local residents and visitors whilst maintaining emergency access to this area.

Woollahra Municipal Council Extraordinary Woollahra Local Traffic Committee Minutes

Note: Mr Tom O'Hanlon, as Woollahra Council's Director of Infrastructure and Sustainability, noted the Minutes of this meeting would be referred to Council's Finance, Community and Services' Committee meeting for review. Further comments and questions from Council would then be passed onto TfNSW to consider and respond.

Committee Vote: Unanimous Support

There being no further business the meeting concluded at 11.54am.

We certify that the pages numbered 1 to 4 inclusive are the Minutes of the Extraordinary Woollahra Local Traffic Committee Meeting held on Friday 26 July 2024.

Chairperson

Secretary of Committee

Item No: D4 Delegated to Committee
Subject: **CONFIRMATION OF MINUTES OF INCLUSION (DISABILITY, AGED & CARERS) ADVISORY COMMITTEE MEETING HELD ON 3 JULY 2024**
Author: Grant Cummins, Development Officer, Community & Culture
File No: 24/117392
Purpose of the Report: The Minutes of the Inclusion (Disability, Aged & Carers) Advisory Committee of 3 July 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.
Alignment to Delivery Program: Strategy 2.2: Understand needs of our community so that we can facilitate access to support and services.

Recommendation:

THAT the Minutes of the Inclusion (Disability, Aged & Carers) Advisory Committee Meeting of 3 July 2024 be taken as read and confirmed.

Executive Summary:

This report presents the Minutes of the Inclusion (Disability, Aged & Carers) Advisory Committee meeting held 3 July, 2024 for review and confirmation by the Finance, Community & Services Committee. See **Attachment 1**.

The Inclusion (Disability, Aged & Carers) Advisory Committee Minutes are presented to the Finance, Community & Services Committee as a procedural matter. Any matter arising from the Minutes can be discussed.

Discussion:

The meeting of the Inclusion (Disability, Aged & Carers) Advisory Committee was held to:

1. Provide an update on Council's draft Events Policy and Events Strategy and to seek the Committee's feedback on these documents, prior to Council adoption; and
2. Provide an annual update on Council's Disability Inclusion Action Plan (DIAP) 2022-2026 for the period 1 July 2023 to 30 June 2024.

The highlights of the annual DIAP progress report for the period 2023/24 are as follows:

- Vacluse Bowling Club & Community Facility upgrade included new ramp access, new ambulant and accessible toilet within the facility and an accessible toilet outside the facility;
- Bellevue Park pathway was completed with an accessible footpath around the entire park;
- Bay Street upgrade was completed in December 2023, and included the completion of accessible features such as wheelchair accessible water bubbler, park furniture and renewal of soft-fall in the playground;
- Bellevue Road (Bellevue Hill) Footpath renewal works saw the upgrade of 4 intersections which included both renewing existing ramps and providing new kerb ramps for pedestrians;
- Planning approved 18 new bus shelters to be rolled out which will be compliant with the Disability Discrimination Act 1999 (DDA) and with the relevant Australian standards;

- Woollahra Preschool received funding for 8 children in 2024 as part of the Department of NSW Education Inclusion Support Funding. This allowed for the employment of a full time Special Inclusion Support Teacher and additional support staff to effectively implement individual learning plans for each child;
- International Day of People with Disability Community Open Day was held on 30 November 2023 and featured workshops by Deaf Artist Sue Jo Wright and an artistic presentation by vision impaired artist Luke Abdallah;
- Inala Disability Services as part of Council's Community Expression of Interest program hosted the After the Rain exhibition at Woollahra Gallery at Redleaf. The opening was held 30 November 2023 to coincide with International Day of People with Disability;
- Council's Strategic Planning and Place team are continuing to participate in a sub-regional approach to affordable housing (with Waverley and Randwick Councils);
- Disability and Awareness training was hosted by National Disability Recruitment Service in March 2024;
- Managing Complex Performance including Mental Health for Supervisors training was provided to staff and management in March 2024; and
- Woollahra Library at Double Bay continues to make envoy devices available for those with visual impairment. During this period 31 devices were loaned containing 193 e-audiobooks for community members.

Options:

Submission of Minutes to the Finance, Community & Services Committee is a procedural matter for the confirmation of the Minutes.

Community Engagement and / or Internal Consultation:

No internal or external consultation has taken place in the preparation of this report.

Policy Implications:

There are no direct policy implications as a result of this report.

Financial Implications:

There are no direct financial implications as a result of this report.

Resourcing Implications:

There are no direct resourcing implications as a result of this report.

Conclusion:

The Minutes of the 3 July 2024 meeting of the Inclusion (Disability, Aged & Carers) Advisory Committee are presented for confirmation by the Finance, Community & Services Committee.

Attachments

1. Inclusion (Disability, Aged & Carers) Advisory Committee - Minutes 3 July 2024 [↓](#) 



Inclusion (Disability, Aged & Carers) Advisory Committee

Wednesday 3 July 2024
3.00pm

Minutes

Unconfirmed

Inclusion (Disability, Aged & Carers) Advisory Committee Minutes

Wednesday 3 July 2024

Present:

Community

Representatives: Lyn Ainsworth (Community Representative) – Via Zoom
Nessa Joseph (Community Representative)
Mervyn Levine (Community Representative)
Ruark Lewis (Community Representative) – Via Zoom

Staff:

Jamie Adams (Development Officer Community Culture)
Grant Cummins (Development Officer Community & Culture)
Maya Jankovic (A/Manager Community & Culture)
Vicki Munro (A/Director Community & Customer Experience)
(Acting Chair)

Others:

Justine Henderson (Manager, Communications & Engagement)
Linda Caporusso (Events Coordinator)

Meeting opened: 3.04pm held using teleconferencing technology/face to face

Woollahra Municipal Council

Inclusion (Disability, Aged & Carers) Advisory Committee Minutes

3 July 2024

1. Opening

The Chair welcomed everyone to the Inclusion (Disability, Aged & Carers) Advisory meeting held on 3 July 2024.

2. Acknowledgement of Country

The Acting Chair read the following Acknowledgement of Country:

I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.

3. Apologies

Apologies were received and accepted from the Mayor, Councillor Shields, Councillor Wynne, Patricia Occelli (Director Community & Customer Experience) and Gabi Simpson (Community Representative).

4. Disclosures of Interest

Nil

5. Late Correspondence

Nil

6. Confirmation of Minutes

Item No: 6.1
Subject: CONFIRMATION OF MINUTES OF INCLUSION (DISABILITY, AGED & CARERS) ADVISORY COMMITTEE MEETING 18 MARCH, 2024
Author: Grant Cummins, Development Officer, Community & Culture
Purpose of the Report: To present the Minutes of 18 March 2024 for confirmation by the Inclusion (Disability, Aged & Carers) Advisory Committee.

(Levine/Lewis)

Resolved:

THAT the Minutes of the Inclusion (Disability, Aged & Carers) Advisory meeting held on 18 March, 2024 be confirmed.

7. Items for Discussion

Item No:	7.1
Subject:	DRAFT EVENTS POLICY AND DRAFT EVENTS STRATEGY PRESENTATION
Author:	Linda Caporusso, Event Coordinator
Purpose of the Report:	To provide members of the Inclusion Advisory Committee with an update on the amended Event Policy and the opportunity to provide feedback on the draft Events Strategy.

Discussion:

Council's Manager, Communications and Engagement and Events Coordinator presented on the draft Events Policy and draft Events Strategy and provided an opportunity for members of the Inclusion Advisory Committee to provide feedback.

The draft Strategy has four key focus areas:

- Enhance community lifestyle and culture and promote recognition of Council's brand.
- Increase local social and economic benefits.
- Foster partnerships and collaboration.
- Drive excellence and continuous improvement.

(Ainsworth/Levine)

Resolved:

THAT the Committee:

- A. Noted the draft Events Policy and draft Events Strategy.
- B. To provide feedback on the draft Events documents prior to Wednesday, 10 July 2024.

Item No:	7.2
Subject:	DISABILITY INCLUSION ACTION PLAN ANNUAL PROGRESS UPDATE FOR JULY 2023 - JUNE 2024
Author:	Grant Cummins, Development Officer, Community & Culture
Purpose of the Report:	To present the Disability Inclusion Action Plan (DIAP) annual progress update for July 2023 – June 2024 to the Advisory Committee

Discussion :

The Committee were provided with an update on the successful implementation of actions listed in Council's Disability Inclusion Action Plan (DIAP) 2022- 2026 for period 1 July 2023 – 30 June 2024.

(Joseph and Levine)

Resolved:

THAT the Committee received and noted the Disability Inclusion Action Plan (DIAP) 2022 - 2026 annual progress report for the period July 2023 to June 2024.

8. General Business

1. Impact of National Disability Insurance Scheme (NDIS) packages and the affordability of NDIS services.

Lyn Ainsworth, Interim CEO of Holdsworth, raised concerns about the affordability of NDIS services for clients receiving NDIS funding.

Action: Council to liaise with Holdsworth Community on this matter and provide a letter of support as required.

2. Photo opportunities for Council website

Council's Communications and Engagement team requested photos of services and representatives from the Disability sector to enhance Council's website and promote positive stories.

Action: Council's Communications and Engagement team will share details on how to submit photos for the above use.

9. Advisings

Nil

10. Next Meeting

The next meeting scheduled for 11 September is cancelled due to Council elections in September. Following the appointment of a new Council, there will be an Expression Of Interest issued for Committee membership.

Next meeting is scheduled for 20 November, 2024. Any matters that need to go to Committee prior to November will be circulated via email for input and comment.

There being no further business, the meeting concluded at 4.13pm.

Item No: D5 Delegated to Committee
Subject: **CONFIRMATION OF MINUTES OF THE PUBLIC ART PANEL MEETING HELD ON 20 JUNE 2024**
Author: Holly Williams, Acting Public Art Coordinator
File No: 24/129363
Purpose of the Report: The Minutes of the Public Art Panel of 20 June 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.
Alignment to Delivery Program: Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Recommendation:

THAT the Minutes of the Public Art Panel Meeting of 20 June 2024 be taken as read and noted.

Executive Summary:

This report presents the Public Art Panel Minutes of 20 June 2024 for notation by the Finance, Community & Services Committee. The Minutes of the meeting are presented as **Attachment 1**.

Discussion:

The Public Art Panel Minutes are presented to the Committee as a procedural matter. The key discussion points detailed in the Minutes include:

1. Bay Street public art commission in Double Bay.

Following the engagement of artist Penny Evans with her proposed artwork *Wadhangarrii*, the Panel reviewed the developed design proposal submitted by UAP for the Bay Street Public Art Commission. The Panel resolved to seek further clarification from UAP and Penny Evans regarding the patina, size and alignment of the design proposal and intended final artwork.

2. Wilberforce carpark redevelopment – Public Art Plan

The revised Public Art Plan by Mika Utzon Popov for the site was discussed which proposed three (3) different sites for public art elements at the front of the development. The revision was developed in response to feedback provided by the Panel to the previous integrated proposal. The Panel resolved to reject the revised Public Art Plan and proposed the following amendments:

- i. Eliminate the handrail and column public art elements;
- ii. Make the 'portal' element a freestanding structure in front of the building and make the 'portal' a bigger physical presence.

Options:

This report is for notation only.

Community Engagement and / or Internal Consultation:

No internal or external consultation has taken place in the preparation of this report.

Policy Implications:

There are no direct policy implications as a result of this report.

Financial Implications:

Funding of \$250,000 for the Bay Street public art commission was from a grant from the NSW Government's Public Spaces Legacy Program.

Resourcing Implications:

There are no direct resourcing implications as a result of this report.

Conclusion:

The Public Art Panel met on 20 June 2024 to review the design proposal for Bay Street public art commission in Double Bay and to review the revised Public Art Plan by Mika Utzon Popov for the Wilberforce carpark redevelopment, Rose Bay.

Attachments

1. Public Art Panel Minutes - 20 June 2024 [↓](#) 



Public Art Panel

Thursday 20 June 2024
1.00pm

Minutes



Public Art Panel Minutes

Thursday 20 June 2024

Present: Councillors: Toni Zeltzer (Chair)

**Community
Representatives:** Michael Brand
David Gonski

Staff: Maria Lacey (Public Art Coordinator)
Vicki Munro (Acting Director Community & Customer Experience)

Others: Holly Williams (Public Art Adviser, Curators' Department)

Meeting opened: 1.00pm held using teleconferencing technology

Unconfirmed

1. Opening

The Chair welcomed everyone to the Public Art Panel meeting held on 20 June 2024.

2. Acknowledgement of Country

The Chair acknowledged the traditional custodians of the land, the *Gadigal* and *Birraborragal* people and the traditional custodians of the various lands upon which we meet virtually today.

3. Apologies

Apologies were received from The Mayor, Cllr Richard Shields, Scott Perkins, Liz Lewin, Jillian Broadbent.

Staff apologies were received from Patricia Occelli (Director Community & Customer Experience).

4. Disclosures of Interest

Nil

5. Late Correspondence

Nil

6. Confirmation of Minute

Item No: 6.1
Subject: CONFIRMATION OF MINUTES OF PUBLIC ART PANEL MEETING 15 MARCH 2024
Author: Maria Lacey, Public Art Coordinator
Purpose of the Report: To present the Minutes of 15 March 2024 for confirmation by the Panel.

(Gonski/ Brand)

Resolved:

THAT the Minutes of the Public Art Panel meeting held on 15 March 2024 be noted and confirmed.

7. Items for Discussion

Item No: 7.1
Subject: **BAY STREET PUBLIC ART COMMISSION - FINAL TECHNICAL ARTWORK DESIGN PROPSAL.**
Author: Maria Lacey, Public Art Coordinator
Purpose of the Report: To present the final technical artwork design proposal from Penny Evans for the Bay Street public art commission.

Discussion:

UAP provided the final design proposal of Penny Evans' work *Wadhangarii* for the Panel to assess and recommend to proceed to fabrication and then installation on site, Bay Street, Double Bay in November 2024.

(Brand/ Gonski)

Resolved:

THAT the Panel:

- A. Note the final artwork technical design proposal from Artist Penny Evans and UAP.
- B. Seeks clarification from UAP in regards to the final patina on the spear and leaf elements of the sculpture.
- C. Seeks clarification from UAP on the size of the work and if the final design proposal is an accurate representation of the final artwork.

Item No: 7.2
Subject: **PUBLIC ART IN DEVELOPMENTS - WILBERFORCE REDEVELOPMENT ROSE BAY - REVISED PUBLIC ART PLAN**
Author: Maria Lacey, Public Art Coordinator
Purpose of the Report: To seek support for the revised Public Art Plan submitted for the Wilberforce Avenue Redevelopment, Rose Bay.

Discussion:

Following the feedback from the Public Art Panel on the Public Art Plan submitted to the 15 March 2024 Panel meeting, a revised Public Art Plan for the Wilberforce Redevelopment in Rose Bay has been submitted by Artist Mika Utzon Popov, which proposes three (3) different sites for public art elements at the front of the development, to create a whole:

- i. Embedded doorway bronze artwork (Portal);
- ii. Wilberforce Avenue embedded staircase bronze artwork; and
- iii. Embedded bronze work on supporting column of overhanging ceiling.

Woollahra Municipal Council
Public Art Panel Minutes

20 June 2024

(Gonski/ Brand)

Resolved:

THAT the Panel:

- A. Reviewed the revised Public Art Plan by artist Mika Utzon Popov for the Wilberforce Redevelopment, Rose Bay.
- B. Rejected the revised Public Art Plan for the Wilberforce Redevelopment, Rose Bay, and proposes the following amendments:
 - i. Eliminate the handrail and column public art elements; and
 - ii. Make the 'portal' element a freestanding structure in front of the building and make the 'portal' a bigger physical presence.

8. General Business

Following the de-installation of the sculpture *Viewfinder* by Joel Adler in Lighthouse Reserve Vaucluse, the Panel was informed that a proposal for a permanent version, *Viewfinder II*, will be presented to the Panel for consideration later in 2024.

Maria Lacey, Public Art Coordinator, will be on leave from 1 July to 4 November 2024 with Holly Williams acting in her position.

9. Advisings

Nil

10. Next Meeting

The next meeting will be scheduled for early August 2024 with a time and date confirmed at a later date.

There being no further business the meeting concluded at 2pm.

Item No: D6 Delegated to Committee
Subject: **CONFIRMATION OF MINUTES OF ARTS AND CULTURE ADVISORY COMMITTEE HELD ON 15 JULY 2024**
Author: Maya Jankovic, Coordinator Community & Culture
File No: 24/129665
Purpose of the Report: The Minutes of the Arts and Culture Advisory Committee of 15 July 2024 were previously circulated. In accordance with the guidelines for Committees' operations it is now necessary that those Minutes be formally taken as read and confirmed.
Alignment to Delivery Program: Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Recommendation:

THAT the Minutes of the Arts and Culture Advisory Committee Meeting of 15 July 2024 be taken as read and confirmed.

Executive Summary:

This report presents the Minutes of the Arts and Culture Advisory Committee meeting held 15 July 2024 for review and confirmation by the Finance, Community & Services Committee. See **Attachment 1**.

The Arts and Culture Advisory Committee Minutes are presented to the Finance, Community & Services Committee as a procedural matter. Any matter arising from the Minutes can be discussed.

Discussion:

In considering the reports presented to the Arts and Culture Advisory Committee, the main points to note include:

1. A draft Woollahra Arts and Culture Strategy with a four-year Action Plan was presented by the consultants, the University of Newcastle's Institute for Regional Futures. The draft Strategy has five key focus areas which are supported by goals and actions in the Action Plan, namely:
 - Celebrate
 - Participate
 - Activate
 - Lead and Advocate
 - Sustain
2. Committee members discussed feedback including a need for a bolder vision, achievable action plans, and exploring options for an annual Arts Festival and philanthropic funding. The Committee were given the opportunity to provide feedback by Monday 22 July 2024.
3. The Manager Communications and Engagement presented Council's draft Events Policy and Strategy. The policy includes assessment criteria for new events and a framework for supporting existing ones. The Strategy aims to enhance community life, boost local benefits, foster partnerships, and drive excellence in event delivery. The Committee were given the opportunity to provide feedback by Monday 22 July 2024.

4. The Director, Woollahra Gallery at Redleaf presented the biannual Gallery Update Report, covering the period September 2023 to June 2024. The Gallery has attracted 35,000 visitors since its November 2021 opening, with attendance for the 1 January to 30 June 2024 being 6,983 people. During the reporting period, the Gallery has curated 35 exhibitions. Since September 2023 the Gallery's repertoire of public programs has expanded to serve a wide range of creatives and broader community members.

In General Business, the Manager Woollahra Libraries updated the Committee on Council's resolution of 8 July, 2024 to revise the Woollahra Council Plaque Scheme's criteria to promote equal representation of women. A paper will be presented to the next meeting of the Arts and Culture Advisory Committee on this matter.

Options:

Submission of minutes to the Finance, Community and Services Committee is a procedural matter for the confirmation of the minutes.

Community Engagement and / or Internal Consultation:

No internal or external consultation has taken place in the preparation of this report.

Policy Implications:

There are no direct policy implications as a result of this report.

Financial Implications:

There are no direct financial implications as a result of this report.

Resourcing Implications:

There are no direct resourcing implications as a result of this report.

Conclusion:

The Minutes of the 15 July 2024 Arts and Culture Advisory Committee are presented for confirmation.

Attachments

1. Arts and Culture Advisory Committee (ACAC) Minutes - 15 July 2024 [↓](#) 



Arts and Culture Advisory Committee

Monday 15 July 2024
3.30pm

Minutes

Unconfirmed

Arts and Culture Advisory Committee Minutes

Monday 15 July 2024

- Present: Councillors:** Isabelle Shapiro (Chair) attendance via teleconference
Merrill Witt
- Community Representatives:** Simon Chan (Industry Representative)
Prof. Ian Howard (Industry Representative)
Graham Humphrey (Community Representative)
Elizabeth Lewin (Industry Representative)
Christoph Muecher (Community Representative)
Lulu Pinkus (Industry Representative)
- Staff:** Patricia Ocelli (Director – Community and Customer Experience)
Vicki Munro (Manager – Community & Culture)
Jody Rodas (Manager - Woollahra Libraries)
Maya Jankovic (Coordinator – Community and Culture)
- Others:** Jenny Thompson (Senior Consultant – Institute for Regional Futures)
Jane Britten (Local History Team Leader)
Alison Wishart (Local History Librarian)
Justine Henderson (Manager – Communications and Engagement)
Linda Caporusso (Event Coordinator)
Pippa Mott (Woollahra Gallery at Redleaf)
- Meeting opened:** 3.35pm held in person at Woollahra Library at Double Bay.

1. Opening

The Chair declared the meeting open and welcomed all those in attendance.

As Cr Shapiro was attending the meeting remotely, Director, Community and Customer Experience chaired the meeting. It was agreed that Items 7.1 and 7.2 be discussed in reverse order.

2. Acknowledgement of Country

The Chair read the following Acknowledgement of Country:

I would like to acknowledge that we are here today on the land of the Gadigal and Birrabirragal people, the traditional custodians of the land. On behalf of Woollahra Council, I acknowledge Aboriginal or Torres Strait Islander people attending today and I pay my respects to Elders past, present and emerging.

3. Apologies

Apologies were received from Councillor Sarah Swan.

Apologies were also received from Industry representatives Alison Renwick and Amanda Love.

4. Disclosures of Interest

Nil

5. Late Correspondence

Nil

6. Confirmation of Minutes

Item No: 6.1
Subject: CONFIRMATION OF MINUTES OF ARTS AND CULTURE ADVISORY COMMITTEE MEETING 25 MARCH, 2024
Author: Maya Jankovic, Coordinator Community & Culture
Purpose of the Report: To present the Minutes of 25 March 2024 for confirmation by the Arts and Culture Advisory Committee.

(Shapiro/Pinkus)

Resolved:

THAT the Minutes of the Arts and Culture Advisory Committee meeting held on 25 March 2024 be confirmed.

7. Items for Discussion

Item No:	7.1
Subject:	DRAFT WOOLLALHRA ARTS AND CULTURE STRATEGY AND 4 YEAR ACTION PLAN
Authors:	Maya Jankovic, Coordinator Community & Culture Vicki Munro, Manager Community & Culture
Purpose of the Report:	To seek feedback from members of the Arts and Culture Advisory Committee on the draft Woollahra Arts and Culture Strategy.

Discussion:

Consultant Dr Jenny Thompson, Senior Consultant at the University of Newcastle's Institute for Regional Futures presented the outcomes of the consultation and development of Council's first Arts and Culture Strategy and four-year action plan.

The Strategy has been written to align with both Creative Australia and Create NSW strategic documents, which will enhance future funding opportunities. It has five key focus areas:

- Celebrate
- Participate
- Activate
- Lead and Advocate
- Sustain

Committee members were encouraged to provide further feedback until Monday 22 July 2024.

Points raised included:

- Need for a more ambitious vision to be identified at the start of the Strategy with high impact projects highlighted.
- Acknowledgement of financial constraints and the need for the Action Plan to be achievable.
- Consider developing an annual Arts Festival around the opening of the Woollahra Small Sculpture Prize, and by grouping events together and/or incorporating a weekend opening for local galleries.
- Need to raise profile of the Woollahra Gallery at Redleaf and review business model. Noting Action 1.4 addresses this.
- How will the strategy respond to projected increases in population and density?
- Consider philanthropic and other opportunities e.g. Voluntary planning agreements. Noting Actions 3.1 and 5.1 address this.
- The role of the Arts and Culture Committee in response to the draft Arts and Culture Strategy.

(Chan/Shapiro)

Resolved:

THAT the Committee:

- A. Noted the report and presentation provided by the University of Newcastle's Institute for Regional Futures on the draft Woollahra Arts and Culture Strategy and 4 Year Action Plan.
- B. To provide feedback on the draft Woollahra Arts and Culture Strategy and 4 Year Action Plan, by Monday 22 July 2024.

Woollahra Municipal Council
Arts and Culture Advisory Committee Minutes

15 July 2024

Item No: 7.2
Subject: **DRAFT EVENTS POLICY AND DRAFT EVENTS STRATEGY
SEEKING FEEDBACK AND ENDORSEMENT.**
Author: Linda Caporusso, Event Coordinator
Purpose of the Report: To provide members of the Arts and Culture Advisory Committee with an update on the amended Events Policy and the opportunity to provide feedback on the draft Events Strategy.

Discussion:

Manager Communications and Engagement presented the Draft Events Policy and Draft Events Strategy developed as a result of the 2023 Events Service Review. Each year Council hosts hundreds of events including:

- Public events organised and funded by Council.
- Public events organised by external parties that are funded or formally supported by Council.
- Third Party events managed by external parties using our venues or places for hire, requiring Council approval, permits or similar.

The purpose of the policy is to outline the broader promise to the community on events and to guide decisions, procedures and event delivery. The policy includes:

- Events assessment criteria to be used by Council for considering new event ideas.
- An events framework with actions that will help support, deliver and improve events.

The Strategy's four focus areas are:

- Enhance community lifestyle and culture and promote recognition of Council's brand.
- Increase local social and economic benefits.
- Foster partnerships and collaboration.
- Drive excellence and continuous improvement.

(Chan/Shapiro)

Resolved:

THAT the Committee:

- A. Noted and endorsed the draft Events Policy and draft Events Strategy.
- B. To provide feedback on the draft Events Strategy and draft Events Policy by Monday, 22 July 2024.

Woollahra Municipal Council
Arts and Culture Advisory Committee Minutes

15 July 2024

Item No: 7.3
Subject: WOOLLAHRA GALLERY AT REDLEAF UPDATE REPORT
Author: Pippa Mott, Director Woollahra Gallery at Redleaf
Purpose of the Report: To provide an update report on the Woollahra Gallery at Redleaf for the period September 2023 to June 2024.

Discussion:

The Gallery Director presented the biannual Gallery update report, covering the period September 2023 to June 2024. The Gallery has attracted 35,000 visitors since its November 2021 opening, with attendance for the 1 January to 30 June 2024 being 6,983 people. During the reporting period, the Gallery has curated 35 exhibitions.

Since September 2023, Gallery public programming has expanded to serve a wide range of creatives and community members and has included monthly artist talks, Poetica Petit, weaving and sculpture workshops etc.

While the Gallery's profile and visitation continue to grow, key challenges are:

- For-hire, for-sale model (to be reviewed as part of the Arts and Culture Strategy).
- Managing the high rotation of exhibitions.

The Committee was advised that the Director, Woollahra Gallery at Redleaf, Pippa Mott had resigned and will be leaving Council following delivery of the 2024 Woollahra Small Sculpture Prize.

Cr Shapiro thanked Pippa for her dedication and hard work during the time of her tenure.

(Howard/Chan)

Resolved:

THAT the Committee received and noted the report.

8. General Business

The Manager Woollahra Libraries updated the Committee on Council's resolution of 8 July, 2024 to revise the Woollahra Council Plaque Scheme's criteria to promote equal representation of women. A paper will be presented to the next meeting of the Arts and Culture Advisory Committee on this matter.

9. Advisings

Nil

10. Next Meeting

Timing of the next meeting is to be advised post Council Elections in September. Following the appointment of a new Council, there will be an Expression Of Interest issued for Committee membership.

There being no further business the meeting concluded at 5.11 pm.

Item No: R1 Recommendation to Council
Subject: **DISABILITY INCLUSION ACTION PLAN - ANNUAL REPORT 2023/24**
Author: Grant Cummins, Development Officer, Community & Culture
Approvers: Maya Jankovic, Coordinator Community & Culture
Vicki Munro, Manager Community & Culture
Patricia Occelli, Director Community & Customer Experience
File No: 24/121613
Purpose of the Report: To inform Council of progress implementing Council's Disability Inclusion Action Plan 2022-2026 for the Financial Year 2023/24
Alignment to Delivery Program: Strategy 2.2: Understand needs of our community so that we can facilitate access to support and services.

Recommendation:

THAT the annual report covering the period 2023/24 for the Disability Inclusion Action Plan, 2022-2026 be received and noted.

Executive Summary:

The NSW Disability Inclusion Act 2014 commits NSW Government departments, local councils and other public authorities to work to make communities more inclusive and accessible for people with disability. The Act required all local government organisations to produce a Disability Inclusion Action Plan (DIAP) by 1 July 2017 setting out measures enabling people with disability to access general support and services and fully participate in the community.

Council adopted its second 4 year Disability Inclusion Action Plan (DIAP) 2022-2026 on 27 June 2022. Council is required to provide an annual progress report to the NSW Office of Local Government, Disability Council of NSW and Department of Communities and Justice each year through Council's Annual Report. This report outlines Council's progress in implementing the actions listed in the DIAP for the period 2023/24 in **Attachment 1**.

Discussion:

The Disability Inclusion Action Plan (DIAP) 2022-2026 has four focus areas;

- promoting positive attitudes and behaviours;
- creating liveable communities;
- improving employment opportunities; and
- improving systems and processes by setting out measures which enable people with a Disability to access general support and services so to fully participate in the community.

Council's Inclusion (Disability, Aged & Carers) Advisory Committee which includes members of the community with lived experience, as well as a key community service organisation provides advice to assist in making the Woollahra Local Government Area (LGA) a pleasant place to live and accessible for all. The Advisory Committee also provides feedback on Council's Disability Inclusion Action Plan, policies, strategies, and infrastructure as well as services and facilities. Council's progress in implementing the DIAP for the period 2023/24 was presented to the Inclusion Advisory Committee meeting of 3 July 2024.

Key DIAP achievements during 2023/24:

- Vaucluse Bowling Club & Community Facility upgrade included new ramp access, new ambulant and accessible toilet within the facility and an accessible toilet outside the facility;
- Bellevue Park pathway was completed with an accessible footpath around the entire park;

- Bay Street upgrade was completed in December 2023, and included the completion of accessible features such as wheelchair accessible water bubbler, park furniture and renewal of soft-fall in the playground;
- Bellevue Road (Bellevue Hill) Footpath renewal works saw the upgrade of 4 intersections which included both renewing existing ramps and providing new kerb ramps for pedestrians;
- Planning approved 18 new bus shelters to be rolled out which will be compliant with the Disability Discrimination Act 1999 (DDA) and with the relevant Australian standards;
- Woollahra Preschool received funding for 8 children in 2024 as part of the Department of NSW Education Inclusion Support Funding. This allowed for the employment of a full time Special Inclusion Support Teacher and additional support staff to effectively implement individual learning plans for each child;
- International Day of People with Disability Community Open Day was held on 30 November 2023 and featured workshops by Deaf Artist Sue Jo Wright and an artistic presentation by vision impaired artist Luke Abdallah;
- Inala Disability Services as part of Council's Community Expression of Interest program hosted the *After the Rain* exhibition at Woollahra Gallery at Redleaf. The opening was held 30 November 2023 to coincide with International Day of People with Disability;
- Council's Strategic Planning and Place team are continuing to participate in a sub-regional approach to affordable housing (with Waverley and Randwick Councils);
- Disability and Awareness training was hosted by National Disability Recruitment Service in March 2024;
- Managing Complex Performance including Mental Health for Supervisors training was provided to staff and management in March 2024; and
- Woollahra Library at Double Bay continues to make envoy devices available for those with visual impairment. During this period 31 devices were loaned containing 193 e-audiobooks for community members.

Options:

Council may resolve in line with the recommendation/s as included in this report or Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

The DIAP Report for 2023/24, once adopted by Council will be included within Council's Annual Report, which will be lodged with the NSW Office of Local Government, Disability Council of NSW, Department of Communities and Justice and published on Council's website. This will ensure that the report is widely disseminated and that the community have the opportunity to review and provide feedback on the 2023/24 DIAP outcomes.

Consultation takes place with the DIAP staff working group bi-annually who are responsible for progressing actions listed in the DIAP, as highlighted in Attachment 1. This report was also reviewed by the Inclusion (Disability, Aged & Carers) Advisory Committee on 3 July 2024 and Executive Leadership Team (ELT) on 10 July 2024.

Policy Implications:

There are no direct policy implications as part of this report.

Financial Implications:

Provision for expenditure on activities within the 2023/24 DIAP report was through the adopted budget 2023/24.

Each financial year's activities to progress the DIAP are funded through the adopted budget of that financial year.

Resourcing Implications:

There are no direct resourcing implications as part of this report.

Conclusion:

The Disability Inclusion Action Plan, 2022-2026 (DIAP) annual report consolidates comments from the respective Council officers on progress against Council's DIAP for the year 2023/24.

Attachments

1. DIAP Annual Progress Report 2023-2024 [↓](#) 

DIAP #	Theme	Focus Area	Department	Action	Performance Indicators	Traffic Light Choose from: -Not Completed (Red) -Progressing (Yellow) -Completed and Ongoing (Light Green) -Completed (Dark Green)	DIAP Annual progress Current Staff Comments – July 2023 - June 2024
1	Attitudes and Behaviours	Staff training and upskilling	People, Safety & Performance	Continue to provide disability awareness training for staff that sit on recruitment panels.	Number of EEO sessions and Interview and Selection training sessions provided; 100% staff to undertake training prior to sitting on recruitment panel.	Completed and Ongoing (Light Green)	During the 2023/24 period Three Equal Employment Opportunity (EEO) training sessions were held with a total of 36 attendees. One Interview and selection training also held in 2023/24 period. 100% of staff that sit on an interview panel attended the interview training. Online EEO training is also available to all staff at all times.
2	Attitudes and Behaviours	Staff training and upskilling	People, Safety & Performance	Continue to offer mental health and disability awareness training for all public facing staff on how to recognise and respond to customers who have mental health issues or disability.	Number EEO refreshers provided; Number of new starters attending Corporate Induction; All Departmental mental health and disability awareness training requests met.	Completed and Ongoing (Light Green)	During the 2023/24 period mental health and resilience training for managers and for staff was delivered. Managing Complex Performance including Mental Health for Supervisors (5 attended), Healthy Resilience - how to thrive not just survive in a fast changing world (24 attended), Mad, Bad, Sad - Dealing with Challenging Customer Behaviour (16 attended). Three EEO session held with a total of 36 attendees during 2023/24 period.
3	Attitudes and Behaviours	Staff training and upskilling	Community & Culture	Continue to provide webinar training for Woollahra Preschool staff in supporting inclusion.	Title of training and numbers of staff attending each session.	Completed and Ongoing (Light Green)	All Preschool, staff attended training during 2023/34 period in methods to support the successful inclusion of children with high support needs. These include: Visual Supports for Scheduling; Anxiety in Young Children; Understanding Mental Health; Introduction to Circle of Security; Gender Expansiveness; Connecting and Supporting Diverse Families; Language Development in Bilingual Children; Behaviour Support for Children with Disabilities ; Sign language and Children's Right to Inclusion and Understanding Our Obligations Under the Disability Discrimination Act.
4	Attitudes and Behaviours	Staff training and upskilling	People, Safety & Performance	Identify dementia friendly training available in response to staff requests.	All Departmental designing dementia friendly environments training requests met.	Completed and Ongoing (Light Green)	Training provided as requested and as needs identified.
5	Attitudes and Behaviours	Staff training and upskilling	People, Safety & Performance	Identify training in how best to engage and communicate with neurodivergent staff in response to departmental requests.	All Departmental training requests on how to engage with neurodivergent staff are met.	Completed and Ongoing (Light Green)	During 2023/24 period Disability and Awareness Training was facilitated by National Disability Recruitment Coordinator (NDRC). This training was held in March 2023, with 14 staff attending.
6	Attitudes and Behaviours	Staff training and upskilling	People, Safety & Performance	Raise disability awareness through EEO (Respect at Work) training for all Council staff.	Number of EEO (Respect at Work) sessions held and number of staff attending.	Completed and Ongoing (Light Green)	Three EEO sessions with a total of 36 staff attending during the 2023/24 period. Online EEO training available to all staff at all times.

7	Attitudes and Behaviours	Staff training and upskilling	Libraries	All Library event and program staff to attend Inclusive Storytime training.	Number of staff attending training.	Completed and Ongoing (Light Green)	Library Programs team have attended inclusive storytime training offered by Plum Tree. Programs and storytime staff have completed Plumtree's Libraries as Community Connectors training to ensure programs are welcoming of children of families with delay.
8	Attitudes and Behaviours	Community awareness raising	Community & Culture	Continue to provide mental health information sessions for the community.	Title and number of workshops offered, attendance numbers.	Completed and Ongoing (Light Green)	Mental Health First Aid accredited course was held for the community on 17 and 24 November 2023 at Woollahra Library at Double Bay. 15 community members registered. Community and Culture team collaborating with Libraries team to create a wellbeing resource bag for year 12 students in the lead up to HSC. Resources for bags sourced in June 2024 (with the delivery of bags to students in August/September 2024).
9	Attitudes and Behaviours	Community awareness raising	Community & Culture	Acknowledge and celebrate International Day of People with a Disability.	Nature of activity.	Completed and Ongoing (Light Green)	IDPWD – 'Let's Get Creative' Community Open Day was held 30 November, 2023 at the Cultural Hub, Blackburn Gardens and Woollahra Gallery at Redleaf. The event included 2 workshops facilitated by deaf artist Sue Jo Wright and supported the opening of the Inala: "After the Rain" exhibition at Woollahra Gallery Redleaf. Approx. 50 people participated.
10	Attitudes and Behaviours	Community awareness raising	Community & Culture	Actively promote Aged and Disability services and programs across the LGA in high visibility areas and local schools.	Promotion undertaken.	Completed and Ongoing (Light Green)	The Mental Health First Aid (17 & 24 November 2023) course for community was promoted through Woollahra Libraries, Holdsworth and local schools. International Day of People with Disability Community Open Day and Inala's "After the Rain" exhibition opening, held 30 November 2023, was widely promoted to local aged and disability services and local schools. The Festival of Fun New Experiences (part of NSW Seniors Festival) held in March 2024 and a wide variety of local senior and disability inclusive events were promoted to local aged and disability services. Programming for Holdsworth and Woollahra Dementia Alliance was promoted during the period of January - June 2024 through use of Annexe frontage.
11	Attitudes and Behaviours	Increase support for carers	Community & Culture	Actively promote the supports available for carers of people with disability and the frail aged.	Promotion undertaken.	Completed and Ongoing (Light Green)	During period 2023/24 Council's website reviewed and updated to promote supports for carers of people with a disability and frail aged. This will be further reviewed in alignment with development of Council's new website.
12	Attitudes and Behaviours	Increased visibility of people living with disability	Communications & Engagement	Increase the number of images in Council's image library that depict people living with disability.	Target of 5 additional relevant images added to the gallery each year.	Progressing (Yellow)	New photos added of people living with disability include: - Profile of Artist in Residence Kate Wallace, - Photos of people using new accessible ramps in Trumper Park. - Photoshoot organised of Mayor with person who uses a wheelchair at Trumper Park. - Photo of artist from Inala's arts program, to promote After the Rain exhibition.

13	Attitudes and Behaviours	Increased visibility of people living with disability	Community & Culture	Award Community and Cultural Grants to organisations / groups that provide services / activities for people living with disability.	Number of relevant grants awarded, dollar value and reach of funded projects.	Completed and Ongoing (Light Green)	Community and Culture Grant Guidelines encourage projects that support people with a disability. In the 2023/24 round 11 Grants were awarded to aged and disability focused projects. Some of these included South Eastern Community Connect (\$4,624), Social Buddy (\$3,000) and South Head Anglican Parish (\$7,000).
14	Attitudes and Behaviours	Increased visibility of people living with disability	Community & Culture	Provide support for the Woollahra Dementia Alliance, including implementation of the Action Plan, in partnership with Holdsworth Community	Nature of activity, number of participants.	Completed and Ongoing (Light Green)	Council's role is to support the alliance aims and activities. The Action Plan has been updated for the period 2023/24. The aim is to progress the development of a dementia- friendly Woollahra so that families and residents living with dementia are supported to build informal support networks and be enabled to remain independently in the community they know. Council hosts bi-monthly meetings for this group.
15	Liveable Communities	Works across Council	Community & Culture	Consult with Council's Inclusion (Disability, Aged and Carers) Advisory Committee with regards works to improve accessibility on a quarterly basis.	Subjects consulted about & outcome.	Completed and Ongoing (Light Green)	Meetings for the 12 month period were held on 10 July, 11 September, 27 November, 2023 and 18 March 2024, (June meeting re-scheduled to 3 July). Please note that two Inclusion Committee members attended the DIAP Biannual staff presentation meeting held on 6 June. C&C Development Officer sends out reminders on relevant developments that can be reviewed by Inclusion Advisory Committee.
16	Liveable Communities	Works across Council	Community & Culture	Provide funds to Holdsworth Community to provide support with navigating My Aged Care, trial an Aged Care Wellness Hub, implementation of the Woollahra Dementia Alliance Action Plan, provide the Woollahra Connect Program and services for families of young children.	Uptake and engagement with the programs and services.	Completed (Dark Green)	Holdsworth received funding to provide Navigating My Aged Care Program, Aged Care Wellness Hub Program, Woollahra Dementia Alliance & Connect Program.
17	Liveable Communities	Works across Council	Civil Operations	Continue to offer the service of Council organising for bins to be brought out for those unable to.	Number of households utilising this service.	Completed and Ongoing (Light Green)	Council currently conducts a carry out service to approximately 15 residents.
18	Liveable Communities	Works across Council	Libraries	Continue to provide the Home Library Service for housebound people / people with limited mobility, including the monthly 'new titles' print out.	Number of people using the service, volume of loans.	Completed and Ongoing (Light Green)	Users of the Home Library Service include 97 community members with 31 Envoy devices distributed. These devices which benefit people with a vision impairment, are loaded with eaudio books, 193 were loaned out during the period 2023/24.

19	Liveable Communities	Works across Council	Libraries	Develop and implement more inclusive Library children's programs.	Suitable children's programs implemented and number of children attending.	Completed and Ongoing (Light Green)	AUSLAN sign language and sensory experiences incorporated into early literacy programs. Special Sensory Storytime program delivered at Watsons Bay Library in November and December 2023. Reading with dogs – (9 March) Childrens Story Time took place with a Reading with dogs focus. A separate dog was arranged in the adjoining room for an all ages chance to read to a dog. Children and adults with sensory needs used this opportunity to engage with reading in a quiet space with the dogs. - AUSLAN is used in the Rainbow Story time session – with the rainbow song and this is incorporated into rhyme time sessions. - Woollahra Libraries is currently liaising with a local speech pathology in partnership with 'Speechie Talks' to visit story times in November and present a special info session on supporting children of all types and their (speech) developmental needs. - A range of sensory toys and props were purchased and incorporated into children's story times and rhyme times to engage and assist exploration and inclusive learning experiences. - Puppetry workshop training has been attended for staff – to introduce different ways of communicating stories.
20	Liveable Communities	Housing	Community & Culture	Monitor the availability of aged care housing on an annual basis.	Number of beds compared to benchmark of 88 beds per 1,000 people aged 70 years and older (NSW Growth Centres Guidelines).	Completed and Ongoing (Light Green)	Based on 2021 data Woollahra has 8,795 people over 70 and need to have at least 774 beds available. This outcome is also under review for continuation as demand has not yet exceeded supply. State and Federal Government is also monitoring supply and demand. Recommended to be assessed bi-annually and to be reviewed post 2026.
21	Liveable Communities	Housing	Strategic Planning & Place	Consider inclusion of controls and public domain projects to support increased accessibility and housing choice in the implementation plan for the Draft Edgecliff Commercial Centre Planning and Urban Design Strategy and Draft Edgecliff Commercial Centre Public Domain Plan.	Description of controls and projects that support increased accessibility.	Progressing (Yellow)	Council are proposing to include controls related to improved housing choice and diversity in future development control plan provisions for the Edgecliff Commercial Centre. Accessible design is also being considered as part of revisions to the public domain plan.
22	Liveable Communities	Housing	Strategic Planning & Place	Actively implement actions in the adopted Woollahra Local Housing Strategy 2021 and Affordable Housing Policy related to promoting inclusive housing design and NSW planning reforms to support increased housing choice including affordable housing to meet a range of different needs.	Provision of increased housing choice.	Completed and Ongoing (Light Green)	Relevant actions on promoting inclusive housing design/choice are being implemented in our strategic projects. Examples include commentary in both the Double Bay Centre and Edgecliff Commercial Centre Planning and Urban Design Strategies.

23	Liveable Communities	Building and venues	Property & Projects	Consider accessibility when undertaking upgrades to Council owned properties.	Property accessibility upgrades or maintenance completed.	Completed and Ongoing (Light Green)	Access consultants appointed at planning stage for all upgrade works.
24	Liveable Communities	Building and venues	Property & Projects	Engage access consultants to ensure universal access in the design and construction of Council venues and facilities.	Percentage of new designs and constructions that meet or exceed Australian Standards.	Completed and Ongoing (Light Green)	Access consultants appointed at planning/design stages for all upgrade works. Access consultant to return on practical completion to ensure compliance to design.
25	Liveable Communities	Building and venues	Open Space & Trees	Explore the possibility of access to a hydrotherapy pool within the Municipality.	Potential locations and associated costs documented.	Progressing (Yellow)	Previous investigation into the feasibility of a hydrotherapy pool in a Council building determined that there is nothing suitable. As part of Council's adopted Recreation Strategy we will continue to investigate and work with private schools to determine if public access to these types of facilities can be facilitated.
26	Liveable Communities	Building and venues	Property & Projects	Explore the feasibility of providing at least 1 fully accessible bathroom and toilet facility in the Municipality (to include an adult sized change table, a hoist, space to change, a shower with a fold down bench for sitting and MLAK locks.	Potential locations and associated costs documented.	Completed and Ongoing (Light Green)	Upgrade works to include fully accessible bathrooms/toilets where possible. Adult change tables have been installed in two facilities and foldable benches are included with showers. All accessible facilities keyed to MLAK key.
27	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Consider accessibility when undertaking upgrades to parks, including continuous paths of travel, accessible toilets.	Parks and open spaces accessibility upgrades or maintenance completed.	Completed and Ongoing (Light Green)	All park upgrades consider accessibility during the design phase. Recent examples of this is the Trumper Oval pathway and Bellevue Park pathway.
28	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Explore the potential to modify locations throughout the Municipality to facilitate access for mobility impaired people to the ocean.	Number of locations modified.	Completed and Ongoing (Light Green)	These opportunity sites are currently being investigated and if feasible will be included in future Capital Works programs.
29	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Install handrails and drop down seating at outdoor shower facilities throughout the Municipality.	Number of handrails and seating installed as a percentage of total outdoor showers.	Progressing (Yellow)	These sites are currently being investigated and if feasible will be rolled out in 2024/25 Capital Works program.
30	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Install communication boards in playgrounds to facilitate inclusive play for non-speaking children.	Number of communication boards installed.	Completed and Ongoing (Light Green)	Communication boards and other facilities for non-speaking children are investigated and included into new playground designs. The most recent playground upgrade is Lyne Park which is a fully inclusive playground. In addition the Spring Street Playground design incorporates communication boards into the play elements.
31	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Consider the installation of alternative play options in playgrounds for children living with disability.	Number of parallel play options installed.	Completed and Ongoing (Light Green)	This action is investigated at the design stage of any new playground upgrade.

32	Liveable Communities	Parks, footpaths and open spaces	Engineering Services	Consider inclusion when installing wayfinding / informative signage throughout the Municipality (braille, font size, colour contrast).	Volume of inclusive signage available throughout the Municipality.	Completed and Ongoing (Light Green)	A strategy to deliver wayfinding and informative signage throughout the Municipality is captured within the recently adopted Woollahra Active Transport Plan (ATP). This Plan will apply to future projects linking walking and cycling across key landmarks and popular destinations i.e.. Commercial precincts, recreational areas, main transport hubs etc. Consideration for wayfinding will be incorporated into the design of the O'Sullivan Road Recreational Path.
33	Liveable Communities	Parks, footpaths and open spaces	Engineering Services	Maintain footpaths and increase the number of kerb ramps throughout the Municipality.	Number of street footpaths renewed; Number of new and upgraded kerb ramps installed.	Completed and Ongoing (Light Green)	Council installed 81 footpaths, which included 22 new footpaths and 59 renewed footpaths. Council has also installed 32 renewed kerb ramps. Council has also installed 33 renewed kerb ramps and built 15 new kerb ramps.
34	Liveable Communities	Parks, footpaths and open spaces	Civil Operations	Continue to respond to requests regarding footpath trip hazards.	Number of requests and number remedied.	Completed and Ongoing (Light Green)	Council received 266 CRMs for footpath defects for the period of June 2023 to June 2024. Of these 258 were completed within this period. A further 545 were identified by Council inspectors, with 97 completed. Many of these did not require repairs to be conducted, but were minor defects noted to monitor.
35	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Continue to offer and promote the service of Council mowing of road verges for those unable to mow their own.	Number of residences utilising this service.	Completed and Ongoing (Light Green)	This action continues to be offered to the community.
36	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Maintain the hydro-wheelchairs and legibility of MLAK signage on the aquatic wheelchair lockers at Watsons Bay Baths and investigate further public seating.	Number of inspections; Number of replacements.	Completed and Ongoing (Light Green)	Wheelchairs and MLAK signage inspections undertaken. Further opportunities for increased seating is being investigated. Watsons Bay Baths - Wheelchairs and MLAK signage inspections undertaken. Further opportunities for increased seating is being investigated.
37	Liveable Communities	Parks, footpaths and open spaces	Open Space & Trees	Explore the installation of more outdoor seating in Steyne Park.	Additional seating available.	Completed and Ongoing (Light Green)	Additional accessible seating has been installed at Steyne Park as part of the Bay Street upgrade.
38	Liveable Communities	Parks, footpaths and open spaces	Communications & Engagement	Continue to promote the accessibility features of venues, parks and facilities on Council's website.	Request updates from Council staff every 6 months.	Completed and Ongoing (Light Green)	Web content on parks, venues and facilities pages has been reviewed as part of the transition to the new website, which launched in October. Pages included accessibility details.
39	Liveable Communities	Parks, footpaths and open spaces	Communications & Engagement	Investigate mapping Council's venues, parks, facilities and adding this map feature to Council's website.	Investigation complete.	Completed and Ongoing (Light Green)	During the period 307 have been completed with 56 locations not yet finalised. All locations are available on maps on the new website. New locations will be added as required.

40	Liveable Communities	Traffic and Transport	Engineering Services	Process applications for disabled parking bays located in residential areas.	Number of new and existing disabled parking bays in residential areas across the Municipality.	Completed and Ongoing (Light Green)	For the period 2023/24 Council currently has a total of 44 accessible parking spaces across residential areas throughout the Municipality. Of the 44 accessible parking spaces, 1 accessible parking space was recently installed between January 2024 and June 2024.
41	Liveable Communities	Traffic and Transport	Customer Experience	Continue to offer parking permits for registered health care workers providing care for residents. Extend to support workers with Doctors support letter.	Number of parking permits issued.	Completed and Ongoing (Light Green)	Council currently has 4 registered health care workers permits. Council will continue to provide these in 2024/25.
42	Liveable Communities	Traffic and Transport	Engineering Services	Explore the installation of additional disabled parking bays within Council's car parks across the Municipality.	Number of additional disabled parking bays within Council's car parks.	Completed and Ongoing (Light Green)	Council's Engineers are currently undertaking an audit of each car park to ascertain the exact number of existing mobility parking spaces. An investigation is still in progress. This involves tallying the total number of these spaces and ensuring each designated parking space meets design requirements. The potential to introduce additional accessible parking within the carparks will be assessed based on community demand and ratio required as per the relevant Australian Standards.
43	Liveable Communities	Traffic and Transport	Engineering Services	Upon renewal of public wharves safe access to waterways for all people to be considered.	Number of public wharves upgrades.	Completed and Ongoing (Light Green)	Double Bay ferry wharf access upgrades were completed end of 2023. Pedestrian upgrades in Bay Street, between the new Double Bay ferry wharf and Double Bay Commercial Centre was also completed end of 2023. Upgrades to Darling Point ferry wharf and Watsons Bay ferry wharf are both listed as future TfNSW projects.
44	Liveable Communities	Traffic and Transport	Engineering Services	Council staff in consultation with Transport for NSW to provide advice on safe access to the upgrade of wharf structures.	Number of wharf structure upgrades.	Completed and Ongoing (Light Green)	Double Bay ferry wharf construction commenced in July 2023 and was completed at the end of 2023, which included pedestrian upgrade works to the wharf and the entrance from Bay Street, Double Bay. This project was coordinated with the delivery of Bay Street Pedestrian upgrades, undertaken by Council, and opportunities to improve safe pedestrian access was integrated between both projects.
45	Liveable Communities	Traffic and Transport	Communications & Engagement	Promote the locations of disabled parking bays in Council managed public places on Council's website.	Request updates from Council staff every 6 months.	Completed and Ongoing (Light Green)	Information on accessible parking bays is being sought and will be added to new website. Ongoing consultation with the relevant department to acquire accurate information on accessible parking bays before it is published online.

46	Employment	Staff Upskilling	People, Safety & Performance	Continue to educate hiring managers on support provided by Job Access to improve access to employment for people with disability at Council.	Number of staff attending Interview and Selection Training.	Completed and Ongoing (Light Green)	100% of those that sit on an interview panel attend interview training. Interview and Selection training delivered with 7 new hiring managers attending. 100% of those that sit on an interview panel attend interview training. Interview and Selection training scheduled for next training calendar.
47	Employment	Staff Upskilling	People, Safety & Performance	Continue Council's EEO Policy, monitor for effectiveness and provide ongoing education to staff.	Monitor number of complaints under the EEO Policy and 100% successful resolution.	Completed and Ongoing (Light Green)	Number of complaints and resolution status monitored and prioritised to avoid escalation. Reporting to ELT quarterly.
48	Employment	Staff Upskilling	People, Safety & Performance	Educate staff and supervisors on providing reasonable adjustments to accommodate disability.	Number of staff attending EEO (Respect at Work) training as a percentage of total employees.	Completed and Ongoing (Light Green)	Three EEO sessions with a total of 36 attendees held during the period. Online EEO training available to all staff at all times.
49	Employment	Work experience, Skills development	People, Safety & Performance	Promote that Council welcomes volunteers and work experience students and adults who are living with disability.	Number of work experience and volunteering opportunities offered and accommodated to people living with disability.	Completed and Ongoing (Light Green)	Work experience and volunteering offered via Council website and accommodated as available.
50	Employment	Work experience, Skills development	Libraries	Apply for the Be Connected grant, offered through the Good Things Foundation, with funding available to support older Australians gain digital skills. Investigate and develop a digital skills development program for people with disabilities	Success in obtaining grant and number of older Australians learning new digital skills.	Completed and Ongoing (Light Green)	Applied for Tech Savvy Seniors Grant as another option to the Be Connected Grant for the period. This funding is available to support older Australians gain digital skills. Libraries team to Investigate and develop a digital skills development program for people with disabilities. Techs Savvy Seniors program delivered via grant funding. Tech Connect 1:1 sessions offered at all library branches. Tech @Ascham - intergenerational program delivered each term. New processes developed to support neurodivergent volunteers and other volunteers requiring a support person as part of the Woollahra Libraries volunteer program.

51	Systems and Processes	Service Delivery	Community & Culture	Continue to implement the Preschool Inclusion Support Program, policy and the Priority of Access guidelines.	Number of children with additional needs per Preschool term.	Completed and Ongoing (Light Green)	<p>For the reporting period 12 children with additional needs attended Woollahra Preschool in 2024. Funding was received for 8 of the children from Dept. of NSW Education – Inclusion Support Funding, which allows for employment of a full time Special Inclusion Support teacher and additional support staff to effectively implement ILPs (Individual Learning Plans). A further 2 children were applied for in May.</p> <p>The preschool continues to provide speech and OT screenings for children at the beginning and middle of each year which allows for the identification of children who need additional support.</p> <p>Meetings are held each quarter with parents of these children and Allied health professionals to review progress and set goals.</p> <p>Since July 2022, the Preschool has made it possible for Speech Therapists and Occupational Therapists to provide sessions at the Preschool which allows staff to learn & adopt effective strategies that they implement throughout the week to enhance learning outcome for every child's.</p>
52	Systems and Processes	Service Delivery	Libraries	Envoy audio device, for the visually impaired, loaned by Woollahra Libraries to Home Library Service members and Library members living with dementia.	Number of loans for Envoy audio devices.	Completed and Ongoing (Light Green)	<p>Envoy devices available for those with visual impairment and development of Memory Boxes including:</p> <p>Outreach visit to St Vincent's Aged Care to test prototype in November.</p> <p>Memory boxes to be available for lending early next year.</p> <p>Aged Care Information Hub is a partnership with the Department of Health and Aged Care – Woollahra Library at Double Bay hosted a weekly drop-in information session on the Aged Care reforms for 10 weeks from Friday 6 Oct - Friday 1 Dec.</p> <p>31 Envoy devices containing 193 eaudio books loaned out to members.6 memory boxes developed to help families connect.</p>
53	Systems and Processes	Service Delivery	Community & Culture	Investigate providing a monthly 'quiet hour' in the Woollahra Gallery at Redleaf for people on the autism spectrum or living with dementia.	Implementation of 'quiet hour' and number of people attending.	Completed and Ongoing (Light Green)	<p>From 1 November 2023 the Gallery adjusted it's opening hours on Wednesday's – to open to the public from 1pm. Mornings from 10am- 1pm are now available for group tours, aimed at those who would benefit from a private or quiet experience. Tours have been hosted for Montefiore Aged Care and the Burger Centre, with additional tours booked for Trebatha, St Luke's Care, and the library's Bus to Books tour group. The Gallery will work in 2024 to raise awareness about this program. Changing the gallery opening hours on a Wednesday to 1-6pm to allow for private tours for groups that benefit from the gallery being closed, and a "Quiet Hour" may fall within this period.</p>

54	Systems and Processes	Service Delivery	Community & Culture; Libraries	Continue to provide hybrid events and programs (in person and online) to better accommodate people with disability.	Number and range of hybrid events and programs.	Completed and Ongoing (Light Green)	National Reconciliation Week staff talks and Voice to parliament hosted online as a hybrid program on 18 September 2023. Reviewed processes and commissioned new technology to support hybrid events at Woollahra Library at Double Bay. Three author talks filmed and captioned and added to Library website.
55	Systems and Processes	Communication	Community & Culture	Continue to promote local disability services on Council's website.	Currency of information.	Completed and Ongoing (Light Green)	Council's website reviewed and updated with current Disability services. This will be further reviewed in alignment with development of Council's new website.
56	Systems and Processes	Communication	Communications & Engagement; Information & Digital Transformation	Continue to implement World Wide Web Consortium (W3C) standards and utilise Web Accessibility Initiative (WAI) guidelines to improve websites and other digital products including apps and e-newsletters.	Websites and digital products as compared to standards and guidelines.	Completed and Ongoing (Light Green)	Adherence to Web Content Accessibility Guidelines considered during procurement of ICT Systems. Ongoing accessibility checks as required.
57	Systems and Processes	Communication	Libraries	Develop 'Plain English', online instructions for Library services and access to eResources.	Plain English instructions developed.	Completed and Ongoing (Light Green)	New instructions for Kanopy and Hoopla created. Instructions developed for new service Hoopla, Revision of Kanopy instructions.
58	Systems and Processes	Communication	Communications & Engagement	Investigate methods for alternative presentation of online information, e.g. text-to-speech.	Online information available in different formats	Completed and Ongoing (Light Green)	Trialling the use of accessibility software, Userway, on Your Say, Council website and Gallery website for the next 12 months. Council will evaluate usage at the end of the trial and make a decision about whether to continue with the software. Data from the trial of UserWay software, which ended in April, showed small but consistent usage. Most accessed features included dyslexia-friendly font, contrast, keyboard navigation and text-to-speech screen reader. The tool will be available on Council, Gallery and Your Say sites.
59	Systems and Processes	Communication	Libraries	Add closed captions to Library event and program videos.	Number of videos available with closed captions.	Completed and Ongoing (Light Green)	Events recorded and published on council website, some highlights include: Australian Poetry Slam Heat 23 August. Continue to offer UserWay on the Council, Gallery and Your Say websites. Writers and Readers: Killer Traitor Spy with Tim Ayliffe in conversation 24 August Ideas Exchange: Shireen Morris and Gary Field Voice to Parliament 14 September Writers and Readers: Stone Yard Devotional 4 November.

60	Systems and Processes	Communication	Communications & Engagement	Integrate an accessibility reading tool onto Your Say	Availability of tool.	Completed and Ongoing (Light Green)	Trialling the use of accessibility software, Userway, on Your Say, Council website and gallery website for during the period of July to December 2023. During the trial period of UserWay the tool was accessed 970 times on the Your Say Woollahra website. The most used feature was 'keyboard navigation' (130 times). It allows users to navigate the website via shortcuts (Tab, Shift+Tab, etc.). The tool will be available on the Your Say website as an ongoing feature.
61	Systems and Processes	Communication	Communications & Engagement	Continue offering accessible methods of engagement (digital engagement, webinars and meetings with video conferencing) beyond Covid-19 restrictions.	Availability of accessible methods of engagement.	Completed and Ongoing (Light Green)	Continuing to offer a range of mechanisms for people to have their say on major consultations. Most notably the Children and Families Strategy consultation included a mix of webinars, face to face consultation via pop ups as well as digital engagement. Other notable consultations include the Arts and Culture. This included a mix of webinars, face to face consultation as well as online survey and online ideas board. Face-to-face and online methods of engagement for Cooper Park Plan of Management, Spring Street Reserve upgrade and the Long Term Financial Plan and Operational Plan were also offered during the period.

Item No: R2 Recommendation to Council
Subject: **POST PUBLIC EXHIBITION - CHILDREN, YOUTH & FAMILIES STRATEGY AND FOUR YEAR ACTION PLAN**
Authors: Jamie Adams, Development Officer, Community & Culture
Maya Jankovic, Coordinator Community & Culture
Approvers: Vicki Munro, Manager Community & Culture
Patricia Occelli, Director Community & Customer Experience
File No: 24/114992
Purpose of the Report: To present the Children, Youth & Families Strategy and Action Plan to Council for adoption, following public exhibition.
Alignment to Delivery Program: Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

Recommendation:

THAT Council:

- A. Note the submissions received in relation to the Draft Children, Youth & Families Strategy and Four Year Action Plan report that was placed on public exhibition from 21 June to 18 July 2024.
- B. Adopt the Children, Youth & Families Strategy and Four Year Action Plan (**Attachment 1**).

Executive Summary:

The Children, Youth & Families Strategy and 4 Year Action Plan is an initiative which addresses the evolving needs of children, youth, and families within the Woollahra local government area.

This report seeks final adoption of the Children, Youth & Families Strategy and 4 Year Action Plan, presented as **Attachment 1**, following 28 days public exhibition, from 21 June to 18 July 2024. Two submissions were received, however no significant changes have been made as a result of the public exhibition, though some minor formatting, punctuation and spelling edits have been made to the updated document.

Discussion:

At the Council meeting of 11 June, 2024, Council resolved:

THAT Council:

- A. *Endorse the Draft Children, Youth & Families Strategy and Action Plan presented as **Attachment 1** for the purpose of public exhibition for a period of 28 days.*
- B. *Notes that a further report will be tabled at a future meeting of Council on submissions received to the Draft Children, Youth & Families Strategy and Action Plan.*
- C. *Note that Council's preschool is in high demand with up to 100 eligible children remaining on the list after each intake.*
- D. *Requests that the General Manager prepare a report on the feasibility (or otherwise) of expanding the provision of pre-school services places (and that this action is included in the 2024/2025 Operational Plan).*

The Children, Youth & Families Strategy and 4 Year Action Plan builds on Council's existing strategies, plans and policies and is informed by research, data analysis, and extensive

consultation. Council actively engaged with the community, local service providers, schools, Councillors and Council staff to ensure the plan reflects the most pressing community needs.

Community consultation activities gained insights from over 500 community members and partners (further details found below in 'Community Engagement and / or Internal Consultation') and identified 6 key areas of concern for children, youth and families in Woollahra:

1. Housing availability and affordability
2. Access to physical spaces
3. Childcare availability, affordability and quality
4. Mental health and positive wellbeing
5. Giving voice to community
6. Market stewardship

The Strategy and Action Plan elaborates on these themes from page 15 of the attachment.

The core objective of the Children, Youth & Families Strategy and 4 Year Action Plan is to enhance the lives and wellbeing of children, families, and young people in the Woollahra LGA. The Strategy and Action Plan focuses on the following four pillars:

1. Voice – Deep listening and action;
2. Working Together – Collaborative relationships;
3. Places and Spaces – Thriving environments that connect people and;
4. Advocacy – Shaping the future.

Public exhibition gathered further community feedback from two responders via a survey on Council's 'Your Say' page. Neither respondent answered every question they were asked as part of the survey however both were supportive of the Strategy overall. No changes to the draft Strategy and Action Plan resulted from the two submissions.

Respondent One

- Parent / carer
- Believes the 'Working Together' actions meet the needs of the Woollahra community.
- Neither agrees nor disagrees that the 'Advocacy' actions meet the needs of the Woollahra community.
- Commented that: "The landscape and accessibility of care comes primarily from the proximity to Waverley and more focus such as parks and affordable childcare options would be great!"

Respondent Two

- Believes the 'Voice' actions meet the needs of the Woollahra community.
- Believes the 'Working Together' actions meet the needs of the Woollahra community.
- Believes the 'Advocacy' actions meet the needs of the Woollahra community.
- Commented: "Woollahra Council have been extremely inclusive and supportive with training and communication regarding state and federal licensing and Law access. Also Greens senator and local faith community leaders have provided support to access the state legislation classes that train people on disability support The child safe Standard. Keep up the fantastic work and support you guys. Especially with local / federal & international children."

Options:

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

Altogether, 537 community members and partners were consulted. Community consultation activities occurred between July and November 2023. Specifically children, young people, parents, carers (e.g. nannies, grandparents), community members and relevant service providers were consulted. Community was consulted by the following methods:

- 13 focus groups with community members and service providers
- 9 community pop-ups
- 2 community surveys (one in the Stakeholder Engagement phase and another in the Stress Testing phase).

Key Council staff and Councillors were consulted by one-on-one interviews in July and September 2023. Council staff also participated in an ideation workshop (24 October 2023) to inform the Strategy on a Page, as well as action-planning workshop (23 November 2023) following the formation of the Strategy on a Page. Councillors were given a briefing update regarding this project on 5 December 2023.

Additional action planning workshops were conducted between March and April 2024 with all four Council Divisions, to ensure that the actions are reasonable, actionable, and that they are not duplicating existing work.

The draft Strategy and Action Plan was placed on public exhibition from 21 June 2024 to 18 July 2024. Community members following the project via Council's Your Say page were notified of the opportunity to provide further feedback, as were local stakeholders. These stakeholders include local schools, childcares and preschools, service providers, religious institutions, and individuals who participated in focus groups during the initial community consultation.

The Your Say platform received 240 page views by 174 unique visitors. The draft Strategy and Action Plan was downloaded 62 times. Council received 2 submissions during the public exhibition period. The relevant submitted comments have been listed in the Discussion section of the report.

Policy Implications:

No policy changes will be required to commit to the actions outlined by the Children, Youth & Families Strategy and 4 Year Action Plan.

Financial Implications:

Funding for the first year implementation of the strategy and action plans has been considered, with \$38,400 allocated in the 2024/25 Budget. Funding will be considered in future operational budgets 2025/26 and 2026/27 to support further implementation of the Strategy and Action Plan.


Resourcing Implications:

Actions in the Strategy and Action Plan have resourcing implications for Council staff, contributing to the existing workload and will be incorporated into Council's Operational Plans in the appropriate years of implementation. No actions are a duplication of existing work or actions listed in other Strategy documents.

Conclusion:

No changes were made to the Children, Youth & Families Strategy and 4 Year Action Plan as a result of public exhibition. Overall, the feedback was positive and no results prompted the need to make alterations, or to change the direction of any actions Council is committing to. There was only some minor formatting, punctuation and spelling edits which have been made to the updated document.

Attachments

1. Final Children Youth & Families Strategy for Adoption 22072024 [↓](#) 



DRAFT

CHILDREN, YOUTH AND FAMILIES STRATEGY AND ACTION PLAN

2024–2027

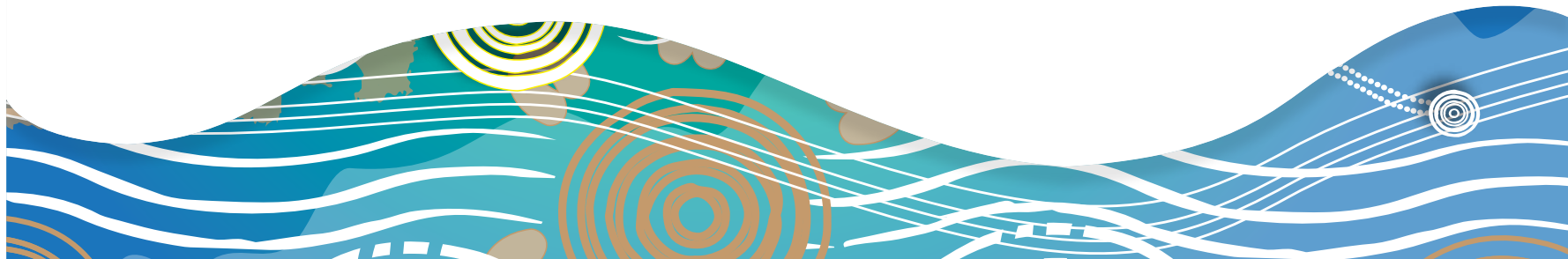


June 2024

Acknowledgement of Country

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the Traditional Custodians of this land and we pay our respects to Elders past, present and emerging.

Artwork by Jordan Ardler (detail)



Message from the Mayor and General Manager



Children, youth and families living in Woollahra make up a significant proportion of our local population, which is why having a strategy in place to make sure we meet the needs of these community sectors is important.

This *Children, Youth and Families Strategy and Action Plan 2024-2027* identifies the actions we can take to respond to top community priorities children, youth and families and local organisations and support groups have shared with us.

We have heard that children, youth and families expect to have their opinions heard and valued and that by working collaboratively we can build strong relationships. We understand the value the community holds in having places and spaces in Woollahra that connect people, make them feel safe and included and that we have a strong role to play in advocating on behalf of children, youth and families for improved mental health services and more affordable housing options.

I commend everyone who has participated in this Strategy and I look forward to working with my Councillor colleagues to take actions that make a positive contribution to our community now and well into the future.

Councillor Richard Shields
Mayor of Woollahra



Thank you to the hundreds of members of our community who shared their feedback on issues, concerns and hopes for the future that has helped us prepare our first *Children, Youth and Families Strategy and Action Plan 2024-2027*.

Woollahra Council is committed to community engagement and using feedback to guide the decisions we make and the services and facilities we provide. As a result of the community feedback gathered during the development of this Strategy we now know more about children, youth and families and we are looking forward to working towards addressing key local issues for children, youth and families.

We know people want good access to parks, playgrounds and open spaces; we understand how important mental health and wellbeing are to everyone and we have a clear understanding of how access to affordable and good quality childcare is of key importance.

Through the actions outlined in this Strategy we will be able to work toward addressing these issues and aspirations and we will play an active role in lobbying and advocating on behalf of the Woollahra community to ensure our children, youth and families voices are heard.

We look forward to working collaboratively with you so that we can deliver on our vision for a thriving, inclusive and resilient community that benefits future generations.

Craig Swift-McNair
General Manager

Executive Summary

More than 500 people and organisations contributed to the development of the Woollahra Municipal Council *Children, Youth and Families Strategy and Action Plan 2024 – 2027*.

The aim of this Strategy is to ensure our community and places are inclusive and supportive of children (ages 0-11), youth (ages 12-24) and families. This Strategy establishes a clear focus for Council and identifies our role as an advocate, service provider, place-maker, enabler and partner.

Partnerships, collaboration and deep listening are at the heart of achieving positive outcomes for children, youth and families. It is by working across Council and with our community, businesses and other government and non-government agencies that we will create the greatest social and collective impact.

This Strategy sets out a strategic roadmap that builds upon our existing strengths, leverages our community assets and seeks new ways to support children, youth and families in our municipality to flourish. It also supports delivery of the *Woollahra 2032 Community Strategy and Action Plan*.

The Strategy is underpinned by four strategic pillars that we will focus on in the coming four years.

- 1. Voice:** Deep listening and action
- 2. Working Together:** Collaborative relationships
- 3. Places and Spaces:** Thriving environments that connect people
- 4. Advocacy:** Shaping the future

The process to develop this Strategy has been both extensive and diverse, with rich data and conversations uncovering a wealth of perspectives and insights. Our belief, purpose, strategic pillars, outcomes and actions have been informed through research and consultation with the community.

In summary, the development process included 13 focus groups, 9 community pop-ups, many face-to-face interviews and two significant surveys. We spoke to 537 participants including: children, youth, parents and carers, local services, Councillors, Council staff and community members.

Four Strategic Pillars

2024



1. Voice
Deep listening and action



2. Working Together
Collaborative relationships



3. Places & Spaces
Thriving environments that connect people



4. Advocacy
Shaping the future

2027

Executive Summary

We analysed more than 50 relevant strategies, plans and frameworks at a national, state and local level to ensure the Children, Youth and Families Strategy and Action Plan is aligned with broader policy settings, and we mapped the services available to children, youth and families in the Woollahra LGA to better understand how to continue to build a robust service system with our partners.

From the background research and engagement undertaken across the community, six key issues and opportunities emerged that have informed our strategic pillars and actions.

To help communicate and promote the work we will be doing and how we will do it, we have developed a 'Strategy on a Page' (Section 2.0). The remainder of this document explains the detail, how we got there (Section 1.0), and what actions we will be taking in the years ahead (Section 3.0).

Together with our partners, Council has a long history of supporting the quality of life for children, youth and families in our municipality. We have illustrated some of our recent and ongoing work within this document.

This Strategy and Action Plan builds on these initiatives. It serves to focus how we will work with the community and our partners over the coming four-year period and where we will invest our resources to enhance the lives of our youngest community members and their families.

Six key issues and opportunities



What we did

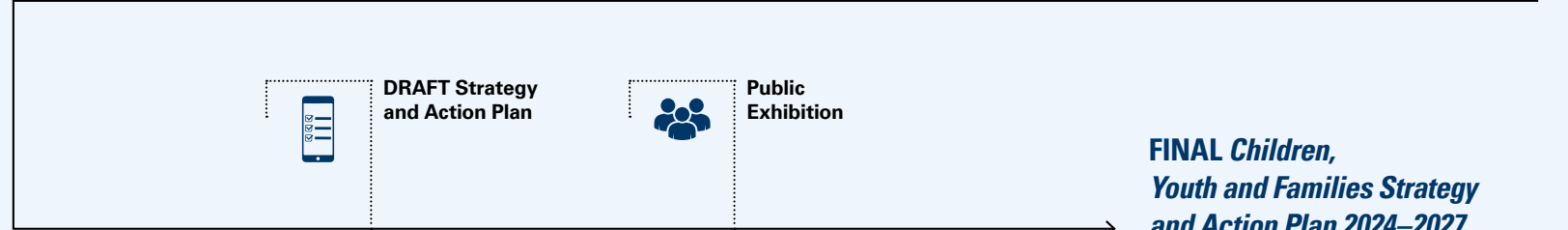
The Children, Youth and Families Strategy and Action Plan builds on Council's existing strategies, plans and policies and is informed by research, evidence, and most importantly through consultation with the community and organisations that partner with Council. Its development involved six key phases. —>



VI

WOOLLAHRA MUNICIPAL COUNCIL
Children, Youth and Families Strategy and Action Plan 2024–2027 Draft June 2024

What we did



How we engaged and who contributed

We engaged through surveys, focus groups, community pop-ups and interviews.

203 people engaged through 13 focus groups:

- 6 focus groups with Preschool children and staff
- 1 focus group with preschool parents
- 1 focus group with primary aged children
- 2 focus groups with youth
- 2 focus groups with service providers
- 1 focus group with school teachers

Community engagement pop-up, Rose Bay.



How we engaged and who contributed

183 people spoke to us at 9 community pop-ups:

Christison Park
Double Bay Markets, Guilfoyle Park
Double Bay Public School Fair
Holdsworth Playgroup
Lyne Park
Paddington Library
Watsons Bay Library
Westfield Shopping Centre, Bondi Junction
Woollahra Library at Double Bay

151 people had their say through surveys and interviews:

Community survey
Service provider mapping survey
Survey to stress test our strategy on a page
with the community and service providers
1:1 interviews with service providers,
Council staff and Councillors



ix

WOOLLAHRA MUNICIPAL COUNCIL
Children, Youth and Families Strategy and Action Plan 2024–2027 Draft June 2024

How we engaged and who contributed

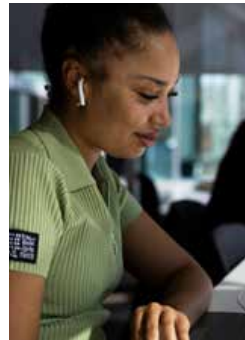
We engaged with **537** community members and partners



↓
140 Preschoolers



↓
22 Children primary aged, under 12 years.



↓
65 Youths 12–24 years



↓
199 Parents and carers



↓
58 Service providers and school staff



↓
53 Council staff, partners and other community members

x

Contents

Acknowledgement of Country	II
Message from the Mayor and General Manager	III
Executive Summary	IV
What we did	VI
How we engaged and who contributed	VIII
1.0 Background	2
1.1 Introduction	3
1.2 Our Community	8
1.3 Emerging issues and opportunities	15
2.0 Our Strategy on a page	25
3.0 Our detailed Strategy and Action Plan	27
3.1 Our belief and purpose	28
3.2 Our Strategic Pillars	29
Pillar 1: Voice	29
Pillar 2: Working Together	31
Pillar 3: Places And Spaces	32
Pillar 4: Advocacy	33
3.3 What will enable us to achieve our Strategy?	34
4.0 Monitoring our progress	36
Appendix 1: Strategic Context	37



Bellevue Hill Public School students celebrating their Bellevue Hill 2023 artwork.



1.0 Background

2

WOOLLAHRA MUNICIPAL COUNCIL
Children, Youth and Families Strategy and Action Plan 2024-2027 Draft June 2024

1.1 Introduction

The Children, Youth and Families Strategy and Action Plan

The Woollahra Municipal Council, Children, Youth and Families Strategy and Action Plan 2024–2027 is a roadmap designed to empower and nurture the well-being of our community's children, youth and families.

Council has a strong commitment to the wellbeing and development of children, youth and families. This Strategy represents a dedicated effort to provide them with safe, inclusive, and thriving environments in which to grow and flourish.

This Strategy, shaped by extensive research, community engagement, and collaboration with stakeholders, outlines a multifaceted approach to promote the physical, emotional and social well-being of our youngest residents and their families.

By addressing key areas such as access to childcare, participation in decision making, access to physical spaces, and promotion of mental health and wellbeing we aim to foster a community

where children, youth and families have a sense of belonging and ownership and are supported to reach their full potential.

Through partnerships, investments, and innovative initiatives, we envision a future where every child and youth can thrive, and where families are supported in their vital role as the building blocks of our community.

What we currently do

Woollahra Municipal Council plays a multifaceted role in strategic planning for services to address the needs of children, youth and families. We assess needs, provide and fund services, engage the community, advocate for resources, and collaborate with other stakeholders to ensure that children, youth and families have access to quality services and opportunities for development and well-being. We use regular evaluation feedback from children, youth and families in the community through events, activities, programs and services to inform improvements in programming.

Council has a long and proud history in supporting children, youth and families including through:

1. Preschool services

Council currently owns and operates Woollahra Preschool, located in Double Bay. Woollahra Preschool provides 80 places to 160 families. The Woollahra Preschool has a dedicated inclusion support program that in 2024 supported up to 8 children with High Inclusion Support needs.

The Preschool is in high demand with up to 100 eligible children remaining on the waitlist after each intake. There is an unsatisfied demand for places for 3-year-old children.

Woollahra Preschool has opted into the NSW Start Strong Free Preschool and Fee Reduction Program offered to mobile and community-based preschools. The purpose of the program is to ensure all children can have access to 600 hours of quality preschool education in the year before entering school and allows Council to provide 2 days of preschool for all families, at a very low fee.

1.1 Introduction

2. Community and Cultural Development

Council supports a range of community and cultural development initiatives that target families with young children including the Starting School forum and other parenting education programs in collaboration with Woollahra Preschool, Woollahra Libraries and Waverley Council. The Community and Cultural Development team facilitates Youth Week activities each year and provides mental health first aid training to the community. Council has also coordinated the annual Woollahra Youth Photographic Award and Short Film Prize since 1994, encouraging year 7 to 12 high school students to engage through the competition and exhibition, or the related workshops, held during the October school holiday period.



Encouraging our community to have their say.



3. Funding

Council provides funding to Holdsworth Community to support play groups in Woollahra and Rose Bay. We also fund the Women's Housing Company to provide up to 10 medium-term transitional accommodation units to local women and their families escaping domestic violence through the Woollahra Domestic and Family Violence Accommodation and Support Program. In addition, Council funds the annual School Citizenship Awards for primary school aged children.

1.1 Introduction

4. Woollahra Libraries

Woollahra Municipal Council operates three libraries in Paddington, Double Bay and Watsons Bay. The library team includes two Engagement Officers specialising in children and youth services. The Libraries provide welcoming spaces that includes dedicated children's areas with a slide at Double Bay and has a specialised collection available for children and youth.

Programs include early literacy programs such as Rhyme Time and Story Time, science and technology programs, Higher School Certificate (HSC) support and tutoring, reading/book clubs, social activities aimed at youth (e.g. trivia and poetry slams), community workshops and school holiday activities. Woollahra Libraries also provide volunteering opportunities for Duke of Edinburgh candidates.



Study time at Woollahra Library Double Bay.

1.1 Introduction

5. Grants

Where there are identified gaps, we provide seeding grants for organisations, schools and individuals who want to start initiatives targeting children, youth and parents through the annual Woollahra Grants Program.

6. Rent subsidies

Council has had a partnership with the Department of Health, stretching back to the 1950s, to deliver Child and Family Health services. Currently these services are being delivered in Paddington and a new centre is being established in Vaucluse. The Child and Family Health Services are funded and operated by South-Eastern Sydney Area Health, whilst Council provides the premises.

7. Facilities and playgrounds

Council owns and manages a range of community venues, playgrounds, walking paths, swimming areas, community, recreation and sporting facilities and open spaces that support the health, wellbeing and quality of life for children, youth and families. We design these in consultation with the community. Many of the Community venues are hired for birthday parties and other family focused celebrations.

8. Service provider networks

Council attends service network meetings and maintains relationships with local service providers and neighboring councils to understand emerging community needs and assets.



Playground fun, Double Bay.



Engaging our community through events.

1.1 Introduction



National Tree Day 2023, a popular event for local families.

9. Sustainability

Council provides opportunities for children and youth to protect and care for the natural environment through various sustainability and volunteering programs. We support sustainability initiatives in local schools and preschools, along with hosting family friendly environmental activities each year.

10. Website and social media

Council provides information to the community via our website and social media pages. The community can learn about relevant events and programs available to children, youth and families through these platforms. Council also provides information about local services and important psychoeducation (regarding topics like domestic violence, child protection and mental health support) through the website.

1.2 Our Community



Population (2023)

54,660



Median age (2022)

male **40 years**
female **41 years**



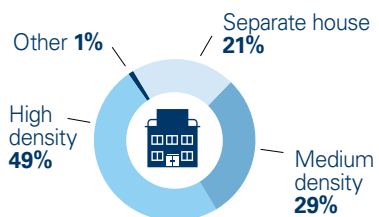
Families **13,761**

Number of kids
per family **1.8**



People per
household **2.23**

Housing type (2021)



*78% of dwellings are medium or high density (2021)



Born Overseas
(2021) **34.4%**



Speak English
at home **79.5%**



Australian
citizen **78.8%**

Owens a
house
35.3%



Owens with
mortgage
24%

Rent
36.8%



Employment
status (2016)

96.7%

Of these 69% were employed full time, 30% were employed part-time and 3.3% were unemployed.



University qualified
residents (2016)

48.9%

Source: Australian Bureau of Statistics [dbr.abs.gov.au](https://dbr.abs.gov.au/profile.id.com.au/woollahra)
profile.id.com.au/woollahra
*profile.id.com.au/woollahra/dwellings

1.2 Our Community



In 2021, if the woollahra municipality was made up of 100 people*:

53.4	Would be female	2.9	Would need assistance with core activities
34.4	Would be born overseas	4.6	Would be aged 0-4 years (Babies and preschoolers)
16	Would have arrived in Australia within 5 years prior to 2021	7.1	Would be aged 5-11 years (Primary schoolers)
15.5	Would speak a language other than English at home	6.5	Would be aged 12-17 years (Secondary schoolers)
0.3	Would be Aboriginal or Torres Strait Islander	7.2	Would be aged 18-24 years (Tertiary education and independence)
14	Would be Jewish	15.7	Would be aged 25-34 years (Young workforce)
30.3	Would live by themselves	19.9	Would be aged 35-49 years (Parents and homebuilders)
48.6	Would live in high-density housing	12.6	Would be aged 50-59 years (Older workers and pre-retirees)
31.5	Of those people aged 15 years + would earn an income of less than \$1,000 per week	10.4	Would be aged 60-69 years (Empty nesters and retirees)
24.7	Of those people aged 15 years + would earn an income of more than \$3,000 per week	12.8	Would be aged 70-84 years (Seniors)
		3.2	Would be aged 85 years and over (Elderly aged)

*Source: profile.id.com.au/woollahra (2016 and 2021 data)
planningportal.nsw.gov.au/populations (2041 Forecasts)

1.2 Our Community

Forecast population changes 2021 to 2041

- Woollahra’s population is expected to grow modestly in the coming years – by 8,448 people (15.8%) between 2021 and 2041
- In 2021, there were 13,546 babies, children and youth aged 0–24 years living in Woollahra, representing one quarter (25.3%) of the total population
- People aged 25-49 years – our young workforce, parents and homebuilders – are expected to increase by 2,894 people by 2041.



2021*

Estimated resident population **53,507**



Children & Youth (0–24yrs) **13,546**



Young workforce, parents & homebuilders (25–49yrs) **19,073**



Older workers, pre-retirees, empty nesters, retirees (50–69yrs) **12,332**



Older people (70+yrs) **8,556**

2041†

Estimated resident population **61,954**

Children & Youth (0–24yrs) **14,919**

Young workforce, parents & homebuilders (25–49yrs) **21,967**

Older workers, pre-retirees, empty nesters, retirees (50–69yrs) **13,866**

Older people (70+yrs) **11,203**

↑ **8,448**

↑ **1,373**

↑ **2,894**

↑ **1,534**

↑ **2,647**

*Source: profile.id.com.au/woollahra/five-year-age-groups

†Source: planningportal.nsw.gov.au/populations

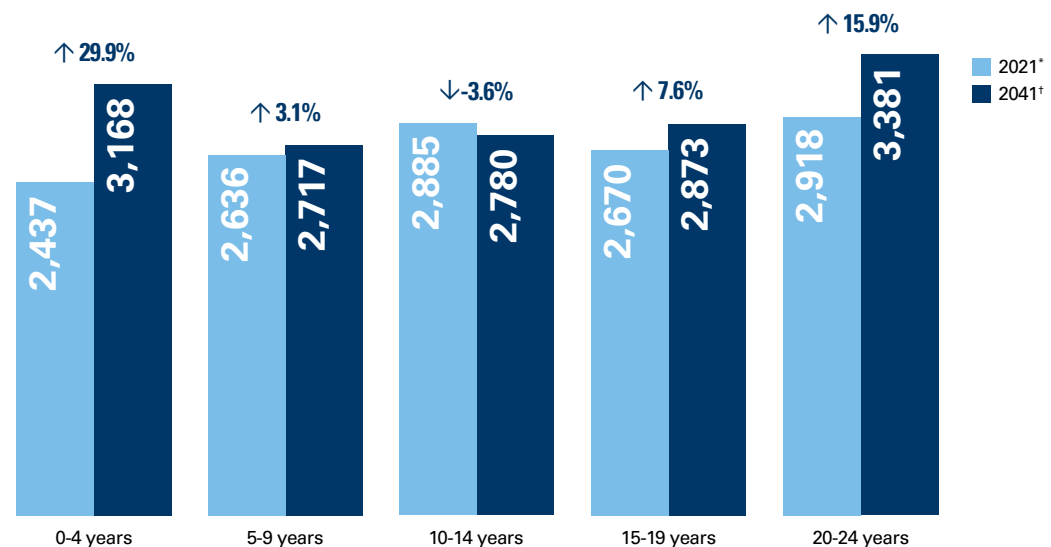
1.2 Our Community

Our Children and Youth (2021–2041)

Through to 2041, the number of people aged 0–24 years is forecast to increase by 1,373, and there will also be:

- An increase in babies and toddlers 0–4 years (+731)
- A slight increase in children and youth aged 5–9 years (+81)
- A slight decrease in children and youth aged 10–14 years (-105)
- An increase in youth aged 15–19 years (+203) and 20–24 years (+463).

Forecast population growth for children and youth by 5 year age groups (2021–2041).



*Source: profile.id.com.au/woollahra/five-year-age-groups
†Source: planningportal.nsw.gov.au/populations

1.2 Our Community

Our Households (2021)

The number of households with children has remained relatively stable between the five years from 2016 to 2021. In 2021, 24.0% of Woollahra Municipality's total families were couple families with children (compared to 34.4% in Greater Sydney). This varied across the municipality, ranging from a low of 14.1% in Edgecliff to a high of 42.9% in Vaucluse – Watsons Bay.

The five areas with the highest percentages were:

- Vaucluse – Watsons Bay (42.9%)
- Bellevue Hill (29.7%)
- Rose Bay (23.9%)
- Woollahra (22.2%)
- Paddington (19.9%).

In this same period, there was a 5.4% (n-83) increase in single parent households. In 2021, 7.1% of Woollahra Municipality's total families were one parent families (compared to 10.5% in Greater Sydney). This ranged from a low of 5.6% in Edgecliff to a high of 8.2% in Rose Bay and Vaucluse – Watsons Bay. The five areas with the highest percentages of single parent families were:

- Rose Bay (8.2%)
- Vaucluse – Watsons Bay (8.2%)
- Woollahra (7.8%)
- Double Bay – Point Piper (7.4%)
- Bellevue Hill (7.4%).

Council is interested to ensure that services and supports are available in areas where families are concentrated and to ensure targeted supports reach our growing number of single parent families who may experience greater financial and emotional pressures.

The number of lone households in Woollahra has also increased by 10.6% between 2016 and 2021. In 2021, there were 30.3% of lone person households (compared to 22.2% in Greater Sydney). Council is interested to ensure we design community programs, facilities and events where people can connect outside their homes and across generations.



Total Households
22,897

↓ **2.1%**
since 2016



Households with
children **7,115**

↑ **0.4%**
since 2016



Single parent
households **1,629**

↑ **5.4%**
since 2016



Lone people in
households **6,949**

↑ **10.6%**
since 2016

Source: profile.id.com.au/woollahra/households

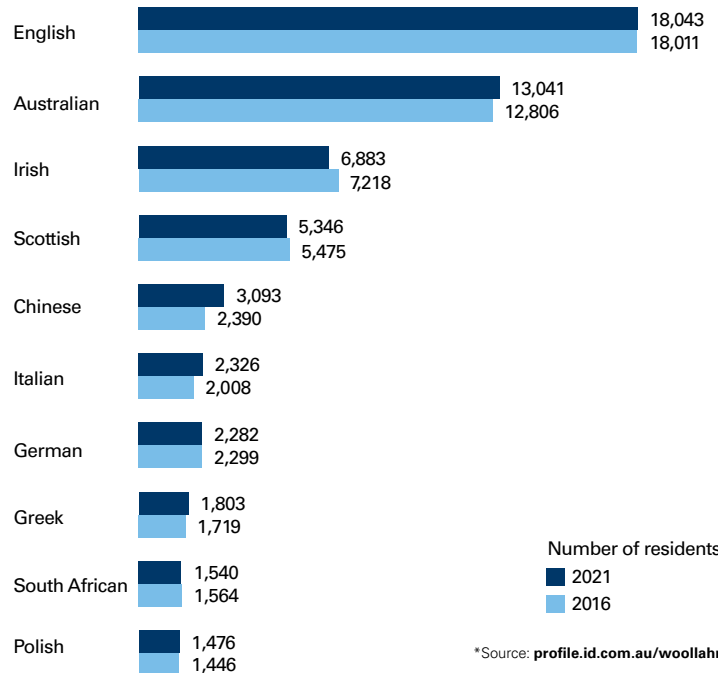


Visiting the Spark Truck outdoor traveling library in Lyne Park, Rose Bay.

1.2 Our Community

Top 10 Ancestries (2016 – 2021)

In 2021, the top 5 ancestries of people living in the Woollahra Municipality were English, Australian, Irish, Scottish and Chinese. The top two ancestry growth rates in the LGA were Chinese (number of people increased by 29.41% since 2016) and Italian (number of people increased by 15.84% since 2016).



*Source: profile.id.com.au/woollahra/ancestry

1.2 Our Community

Our Children, Youth and Families Service Provider Partners

As of April 2024, there were 49 Early Childhood Education and Care (ECEC) providers in the Woollahra LGA, providing 1,388 long day care (LDC) places, 182 Preschool places and 1,472 Outside School Hours Care (OSCH) services.

Whilst the number of places available has increased since we last mapped our services in 2018, with two new services opening in Double Bay (82 places) and one new service opening in Vaucluse (97 places) many parents we spoke with report they find it challenging to access quality, affordable childcare within the municipality.



49

Total number of Early Childhood Education and Care (ECEC).

48 are listed on ACECQA national register.

38 are privately owned organisations.

10 are not-for-profit organisations.

1 Government / Council owned organisation.



26

Long Day Care Services
(1,388 places)



18

Outside School Hours Care (OSHC) Services
(1,472 places)



4

Preschools
(182 places)



0

Family Day Care (FDC) Services



3

Mix of Long Day Care (LDC)
& Preschool (290 places)

Source: Woollahra Children's Services Service Mapping Report, Spark Strategy 2023)

1.3 Emerging issues and opportunities

Housing availability and affordability

The availability and affordability of housing is a national crisis and Woollahra residents are not immune to its impacts.

Why is this important?

Housing costs are a significant part of family finances, often limiting disposable income needed for essentials like food, clothing, healthcare and education. To offset rising living costs, families have voiced the need for access to affordable basic services including health, education and care services along with leisure and recreation services.

In 2021, 78% of the dwellings in the Woollahra Municipality were medium or high density, compared with 46% in Greater Sydney. This leads to demand for safe and affordable public spaces outside people's homes. Affordable housing is important for the community structure in Woollahra, as it helps in attracting and retaining a diverse community of different age groups and backgrounds. This enhances intergenerational and cultural ties whilst boosting our economy, stability, vitality and quality of life.

Youth and their supporters have shared that the prospect of young people moving out but being able to afford to continue living locally is a significant source of stress for them. Affordable housing is also essential to accommodate key workers such as medical professionals, teachers and childcare staff, who play a vital role in our community.

What we're doing and will continue to do

Through our *Local Strategic Planning Statement 2020*, *Woollahra Local Housing Strategy 2021* and *Disability Inclusion Action Plan 2022* we have recognised housing affordability is an issue in Woollahra, particularly for essential service workers, we are promoting diverse housing choices for people of all ages and capabilities and commit to a broad range of actions, including but not limited to:

- Increasing the supply of accessible and affordable housing, including for essential or key workers
- Collaborating with other Councils, state government and other stakeholders to advocate for the supply of affordable housing
- Promoting inclusive design that supports, families with young children and people with a disability

- Supporting a housing program through our Community & Customer Experience Directorate by funding a rental assistance program for women, children and youth escaping domestic violence
- Advocating to the Australian and NSW Governments for policy reforms that improve housing affordability.

“There are many kids in our school with parents that rent, and with high rental prices and cost of living there is often not much money left for other things than school.”

Community member (Focus group)

“We have limited apartment options compared to huge single dwellings limit the options for young people and people from culturally diverse background to live in the area.”

Community member (Pop-up)

1.3 Emerging issues and opportunities

Access to physical spaces

Many families in Woollahra live in high density housing and, for those families, access to safe and affordable spaces outside the home is important. This is particularly true for youth who wish to connect with others and feel a sense of belonging in their community. As the cost of living continues to rise, the demand for accessible and cost-effective local spaces and activities is likely to grow.

The local Woollahra youth, and their supporters, emphasised the need for safe gathering spaces outside the home, where they can unwind and socialise, providing a respite from their busy lives filled with work, study, and family responsibilities.

Why is this important?

Creating universally designed spaces ensures accessibility for individuals of all ages and abilities, promoting inclusivity. Accessible and affordable physical spaces serve as platforms for community engagement, social interaction and the provision

of support services and programs. Public parks, community centres, libraries and recreational areas bring residents together, fostering relationships and participation in various activities and events.

Used for exercise, relaxation and respite, green spaces like parks and nature reserves are vital for the physical and mental well-being of residents. For youth, outdoor spaces offer a much-needed break from the digital world. There is a well-documented link between nature and wellbeing, and it is important for all people to connect with nature to foster ownership and care for the natural environment.

Woollahra is known for its sporting, harbour and recreational facilities, which are highly valued by the community and add vibrancy to the area. Maintaining, enhancing and ensuring equity of access to these facilities is important to our children, youth and families. It's also great for our local economy, attracting many visitors to the area.

“I love sports. It would be good to have more sport & rec because kids are too much on their devices – so more things to do outside would help.”

Young person, 12–17 years old (Pop-up)

“Sports & rec is good for people with a psychosocial disability. Outings in local area so they build confidence and feel independent.”

Service provider (Pop-up)

“There is a lack of access to sporting facilities...and the private schools rent public spaces. Privilege takes up a lot of space.”

Parent (Pop-up)

1.3 Emerging issues and opportunities

What we're doing and will continue to do

Through our *Local Strategic Planning Statement 2020*, *Social and Cultural Plan 2018 to 2030*, *Recreation Strategy 2023*, *Community Facilities Study 2019*, *Play Space Strategy 2023*, *Disability Inclusion Action Plan 2022* and *Woollahra Libraries Strategic Plan 2021–2026* we have committed to a broad range of actions, including but not limited to:

- Providing places and spaces for people to connect and interact
- Exploring avenues for expansion and improvement of Community facilities across the municipality
- Providing a new multipurpose facility at Rose Bay
- Committing to exploring avenues to upgrade the community facility at Holdsworth Community Centre
- Providing areas for remote working and learning at our libraries
- Delivering library programming for all ages including options for youth
- Providing more cultural and creative spaces across the LGA
- Exploring more flexible and adaptable spaces, promoting active play, activating facilities day and night, and ensuring accessibility for all users



Local family enjoying a game of basketball at Lyne Park, Rose Bay.

- Investigating better amenity for play areas, such as shade options for playgrounds with high sun exposure and better provision of toilet facilities for playgrounds where appropriate
- Supporting youth facilities, including progressing the development of a new facility in Rushcutters Bay and undertaking a feasibility study for a complementary youth precinct at Lyne Park
- Advocating for shared use of public and private education, recreation and community facilities
- Protecting and enhancing walking and cycling access to public open space and foreshore areas
- Exploring avenues to improve access to harbour pools for people with disabilities
- Developing a local community directory on Council's website to assist in the promotion of active and passive open spaces.

1.3 Emerging issues and opportunities

Childcare availability, affordability and quality

Childcare availability and affordability are concerns for Woollahra's families with many either traveling outside the community to access care or choosing not to return to work.

As of April 2024, there were 49 ECEC providers in the Woollahra LGA. Seventy eight percent (78%) of ECEC services located in the Woollahra LGA are privately owned. There are:

- 38 privately owned organisations
- 10 not-for-profit organisations
- 1 government / Council owned organisation

Together, these providers supply:

- 26 long day care services providing 1,388 places
- 4 preschool services providing 182 places
- A further 3 providers providing 290 places that combine preschool and LDC
- 18 out of school hours care services providing 1,472 places for before and after school hours and vacation care (note 2 services and 45 places overlap with the above).

The number of centre-based childcare places has increased in the past three years despite our population of preschool aged children declining by 12.1% (334 children) over the five-year period between 2016 and 2021. Despite this, the parents we spoke to told us they experience challenges accessing local and affordable childcare. Whilst there is sufficient childcare across the LGA, there are pockets of undersupply in Point Piper, Watsons Bay, Darling Point, Bellevue Hill and Edgecliff meaning that some parents need to travel further than they would like to access childcare. For others, the cost of childcare, coupled with other cost of living pressures, is a barrier to access.

Why is this important?

Affordable, quality early childhood education and care provides both immediate and long-term advantages for families in Woollahra. It's a key factor in enabling workforce participation, especially among women, fostering gender equality and balancing care responsibilities. Preschools provide early education and care for children aged between 3 and 6, and usually operate during normal school terms and hours, with a strong emphasis on learning through play and preparation for transition to school.

“Many parents have problems with after school care, especially also during school holidays. After school care centres run expensive holiday programs, but many parents can't afford that – but they do have to work. Parents are stuck.”

School staff member (Focus group)

“I think better paid early childcare workers to ensure children are being cared for in as enriching a way as is possible and to build consistency and continuity in childcare organisations. Investing in children 5 and under delivers so much more long-term socio-economic indicators than any other intervention.”

Community member (Survey)

1.3 Emerging issues and opportunities

Long day care services offer early education and care for children from birth to 6 and are usually open for 48 weeks per year with extended hours to enable parental workforce participation. Parents and carers told us they found it challenging to access quality, affordable childcare in the municipality and many wanted more Preschool places to be made available.

Consistent access to childcare helps parents organise their work times more efficiently. Moreover, childcare centres can act as social hubs for parents and caregivers, fostering the creation of supportive networks and community ties.

High-calibre childcare acts as an early education foundation, aiding children in the development of crucial skills and readiness for formal schooling. Children in quality childcare programs reap the benefits of skilled providers who focus on their emotional and physical wellbeing, enabling early detection of any conditions or delays that could benefit from early intervention by specialised allied healthcare providers.



Quality childcare is our top priority at Woollahra Preschool.

What we're doing and will continue to do

Through our *Social and Cultural Plan 2018–2030*, *Disability Inclusion Action Plan 2022* and our Council provided services we have delivered and committed to a broad range of actions, including but not limited to:

- In 2020 we expanded Council owned Woollahra Preschool by an additional 20 places, now accommodating 160 families per week in either 2- or 3-day placements

- Continuing to implement the Preschool Inclusion Support Program, and the Priority of Access guidelines to target Council managed preschool to people who need it the most
- Continuing to meet or exceed the National Quality Standards for early childhood education and care at Woollahra Preschool
- Continuing to provide training for Woollahra Preschool staff in supporting inclusion
- Conducting needs assessments of childcare in the LGA to understand where there is misalignment in supply and demand for childcare.

1.3 Emerging issues and opportunities

Mental Health and Positive Wellbeing

Service providers and the community have reported more people experiencing stress and anxiety, social isolation and loneliness, relationship stress, remote work challenges and disruptions to education and social interactions for children and adolescents. Covid-19 has exacerbated the upward trend in mental health presentations, with the long-term effects of the pandemic still to unfold. A reduction in stigma and increased awareness have also driven demand upward.

In parallel, the accelerated adoption of telehealth and online services has made it easier for people to access care remotely, including tapping into services outside the Woollahra area. Nonetheless, supply of mental health supports is insufficient to meet demand from people experiencing mental health concerns. In addition to waiting lists, the high cost of mental health services can be a barrier-to-access for many people.

Meanwhile there is significant reform and investment in mental health by state and federal governments. There are also increasing legislative requirements for employers to support the mental health of their employees through workplace programs and initiatives.

With demand for mental health services outstripping supply, there is an imperative to focus on preventative strategies that enable people to be proactive in maintaining mental health, fostering resilience and developing coping mechanisms that can lessen the emergence or intensity of mental health issues. This may include awareness, education about coping strategies, stress management techniques and promotion of lifestyle factors that improve resilience. It may also include creating supporting environments within communities, schools, workplaces and other settings by fostering inclusion, reducing stigma and promoting mental health-friendly policies and practices.

“I see many kids in school struggle with mental health, anxiety and ADHD. It would be good if counselling could be free for young people.”

Young person, 12–17 years old (Pop-up)

“Access to specialists and allied health practitioners is a problem, for example paediatrician waitlists. They are shrinking a little since how long they were after lockdown, but it is still a big hurdle.”

School staff member (Focus Group)

“If I could wave a magic wand I would create more healthcare, especially for young children. Mental health counselling. Free GP. Anxiety, depression, ADHD, focus issues.”

Young person, 12–17 years old (Pop-up)

1.3 Emerging issues and opportunities

Youth specific issues

Transitioning from adolescence to adulthood can be challenging. Despite its affluence, Woollahra is not immune to challenges that affect youth. There is concern for the rising national youth suicide rates (the second leading cause of death for young people aged 15-24 years) and a desire to bolster preventative factors for youth in Woollahra. Some key health and psychosocial issues impacting youth mental health in Woollahra include:

- **Academic pressure:** pressure to excel academically, socially and in extracurricular activities
- **Substance Abuse:** Some youth in Woollahra are experimenting with or develop substance abuse issues, including alcohol and drug use
- **Peer pressure:** social comparison and bullying and the pressure to conform to standards
- **Technology and cyberbullying:** use of technology and social media is exposing youth to cyberbullying, online harassment, and negative mental health effects
- **Relationships and Dating Violence:** youth are facing challenges in their romantic relationships, including issues related to consent, dating violence, unhealthy relationship dynamics and sexual health.

What we're doing and will continue to do

Through our *Community Strategic Plan 2032*, *Social and Cultural Plan 2018-2030* and *Disability Inclusion Action Plan 2022* we have committed to a broad range of actions, including but not limited to:

- Encouraging respect for diversity by planning and promoting inclusive multicultural events and activities, including activities that acknowledge First Nations peoples
- Enhancing Council provided community facilities to foster connections between people and place and enhance quality of life
- Funding Holdsworth Community to deliver Family Services, which includes two playgroups and associated programs, providing a safe place for families of young children to connect with others and to receive information to support a positive parenting experience
- Upskilling Council staff through the provision of accredited mental health training
- Continuing to provide mental health information and training sessions for the community
- Combating social isolation for youth through Youth Week activities
- Providing grant funding to mental health services and programs

- Supporting the delivery of Child and Family Health services by partnering with the South Eastern Sydney Area Health Service.



Creating engaging events for youth at Woollahra Library Double Bay.

1.3 Emerging issues and opportunities

Giving voice to community

Across global, national, state and local settings, ensuring that all consumers and specifically children, youth and marginalised groups, have a voice in the decisions that impact them is a growing interest. Evidence supports that it is not just good practice, but is necessary for effective, equitable and sustainable governance.

Why is this important?

Informed decision-making: Children, youth, and families have unique experiences and insights that, when considered, can lead to policies and initiatives that more effectively service and address genuine community needs.

Inclusive decision-making: Diverse voices lead to more equitable and inclusive policies. Recognising and respecting the diversity of our community, including the experiences of families and youth from various backgrounds, is essential for creating policies that work for all.

Early and accurate intervention: In a tight fiscal environment, it's important that we invest in solutions that are well defined and evidence

informed. When we actively listen to children, youth and families and service providers' concerns, we can identify issues with greater precision and provide timely support and resources, potentially preventing more significant problems in the future.

Intergenerational equity: Sustainable development principles underscore the importance of intergenerational equity. Engaging children and youth ensures that the decisions we make today consider the needs and rights of future generations.

Youth specific issues

Civic participation: Engaging youth in civic activities, volunteering and decision-making fosters a sense of civic responsibility that lasts into adulthood. Youth we engaged with to develop this Strategy and Action Plan showed relatively higher interest in community wide and global issues, (compared with other participants) and they sought opportunities to engage and volunteer.

Youth Empowerment: When we engage youth in decision-making, they develop valuable life skills, self-confidence, and a sense of agency that benefits their personal development and the broader community.

“There is a lack of youth voice, whereas we should be setting children up for life.”

Nanny (Pop-up)

“Choices are made on behalf of young people, rather than together with young people. I would like to have a say and be informed.”

Young person, 12-17 years old (Pop-up)

“It would be good knowing that you are actually participating in something and that it matters. ”

Young person, 12-17 years old (Pop-up)

“Make it fun to participate, like with design competitions. ”

Young person, 12-17 years old (Focus group)

1.3 Emerging issues and opportunities

Our consultations with youth revealed they were engaged with social and global issues (e.g. Reconciliation, Climate Change) and sought opportunities to make a difference, including through volunteering.

What we're doing and will continue to do

Through our *Local Strategic Planning Statement 2020*, *Social and Cultural Plan 2018–2032*, *Community Engagement Strategy 2023*, *Play Space Strategy 2023* and *Woollahra Libraries' Strategic Plan 2021–2026* we have committed to a broad range of actions, including but not limited to:

- Encouraging inclusive community participation and building respectful relationships through engagement and input into decision making
- Engaging with children, youth and families to support their voice on matters that are important to them
- Building and maintaining relationships with schools, local organisations, community groups and support services, and keeping them informed of engagement opportunities of interest to them
- Tailoring consultations to target groups, including children, people with disabilities and other less represented groups by ensuring these groups are consulted on how they would like to be engaged
- Creating Library programming that is community-led, inclusive and celebrates diversity
- Engaging the community in decision making on play spaces
- Continuing to promote and support community involvement in protecting and enhancing our waterways such as Harbour Care volunteer groups
- Implementation of Council Child Safe policies and procedures.



Celebrating our commitment to reconciliation with Council staff, community and the Gujaga Foundation. Blackburn Gardens, Double Bay.

1.3 Emerging issues and opportunities

Market Stewardship

The roles and functions for local government include strategic planning, service planning partner, enabler, provider and strategic land use planner.

Service providers and other stakeholders have asked that Council plays a lead role in developing a deep understanding of the Woollahra Municipality so that we can identify current and emerging needs and gaps in services and work with them to develop joint responses to social issues.

Why is this important?

Continuing to increase our understanding about children, youth, and families in Woollahra, and the services that support them, allows us to plan more effectively for the optimal use of resources. Building strong evidence will enable us to argue for increased investment and identify where Council can directly address service shortages and support gaps.

What we're doing and will continue to do

Through our *Local Strategic Planning Statement 2022*, *Social and Cultural Plan 2018–2032* and *Community Strategic Plan 2032* we have committed to a broad range of actions, including but not limited to:

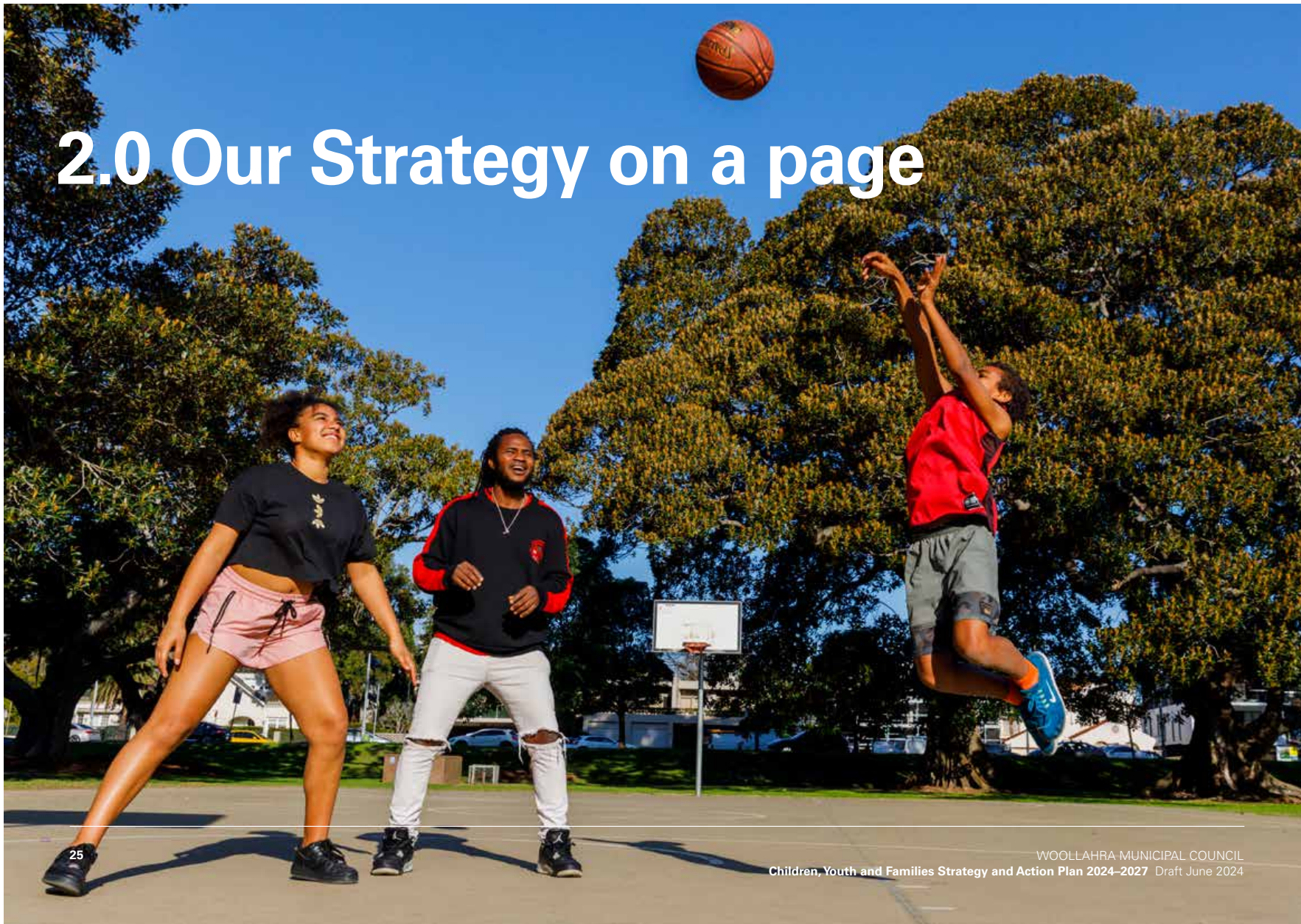
- Planning for the needs and aspirations of families
- Understanding the needs and aspirations of our community so that we can facilitate access to support and services
- Fostering relationships and strategic networks in collaboration with government agencies, non-government organisations, businesses and community groups
- Using a place-based approach to our planning
- Mapping our childcare and specialist services for children, youth and families
- Providing demographic data on Council's website.

“I expect council to know their community back to front, so that when you're sitting at the table, you can advocate for their needs. I've got 'X' amount of resources and have to pick what to invest in, and I would like Council to support what baskets to put it in, and where to put my energy.”

Service provider (Focus group)

“There is duplication too. Sometimes there are 3 people playing at A, and no one at B. (Council should be) steering the sector about the needs.”

Service provider (Focus group)







3.0 Our detailed Strategy and Action Plan

27

IMAGE: JETHRO WILLS

WOOLLAHRA MUNICIPAL COUNCIL
Children, Youth and Families Strategy and Action Plan 2024–2027 Draft June 2024

Woollahra Council's Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

3.1 Our belief and purpose

We believe

All children, youth and families should have the opportunity and space to connect, create, play and grow. Their voices will be heard and will help inform our decisions and actions.

Our purpose

Through this Strategy, we will use our connections and relationships to understand our evolving community needs and will advocate, provide resources and services, and create places and spaces for children, youth and families

Deep Listening and Action

Pillar 1: Voice



Children, youth and families will have a say in decisions that impact them.

We will proactively engage with children, youth, parents and carers. We will value their insights, perspectives and creativity and empower them to shape their own futures.

We will use those insights, alongside data and research, to deepen our understanding of the issues impacting our communities and to respond in ways that reflect their needs. We will engage and communicate outcomes transparently.

Actions	Timeframe	Division
1.1 Actively prioritise the current needs of children, youth and families in our grants program themes.	Short 2024/25 (ongoing)	Community & Customer Experience
1.2 Ensure grant funding applications targeting children, youth and families demonstrate that their voice has been included in the planning and creation of the proposals.	Medium 2025/26	Community & Customer Experience
1.3 In recognising the challenges in engaging youth in Council matters, we will develop a practice guide and training on youth engagement.	Medium 2025/26	Community & Customer Experience
1.4 Investigate best practice programs to create a mechanism for a voice for youth to Council so that they can inform decisions that affect them.	Short 2024/25	Community & Customer Experience
Trial a best practice model to influence Council's responses to youth in Woollahra.	Medium 2025/26	
Evaluate the success of youth voice in improving outcomes for youth in Woollahra.	Long 2026/27	
1.5 Explore a Council traineeship/work placement program, to provide youth with opportunities to support pathways to local government employment.	Medium 2025/26	Corporate Performance

Deep Listening and Action

Pillar 1: Voice



Children engaged in playground design and renaming, Gugara Park Paddington.

Actions	Timeframe	Division
1.6 Undertake deeper engagement and consultation to identify and co-produce practical local solutions and responses to address the following social issues identified in the consultations including: <ul style="list-style-type: none"> a. responses to mental health and wellbeing for youth b. accessible and affordable places and spaces c. child care access and affordability d. affordable housing 	Medium 2025/26 Medium 2025/26 Long 2026/27 Long 2026/27	Community & Customer Experience
1.7 Investigate the establishment of a mechanism to enable the voices of children and youth to be heard and influence the outcome of Council's places and spaces.	Medium 2025/26	Community & Customer Experience Infrastructure & Sustainability

Collaborative relationships

Pillar 2: Working Together

We will deepen our relationships and trust with organisations, businesses and community members to make Woollahra even better for children, youth and families.

We will actively build mutually beneficial partnerships based on trust, integrity and fairness. We will share information, leverage our joint strengths, capabilities and capacities, and identify and solve problems collaboratively and efficiently.

Together, we will achieve better outcomes for our children, youth and families.

Actions	Timeframe	Division
2.1 Continue to consider the needs of children, youth and families in the planning for: a. development contributions b. Council-led projects and/or developments.	Short 2024/25 (ongoing)	Infrastructure & Sustainability Planning & Place Community & Customer Experience
2.2 Promote Council as a provider of affordable and accessible early childhood education.	Short 2024/25 (ongoing)	Community & Customer Experience
2.3 Work with the childcare sector and neighbouring Councils to explore new models of childcare services that better respond to the needs of families for greater flexibility and extended hours.	Medium 2025/26	Community & Customer Experience
2.4 Create an information resource to inform the community about Council- and partner-led initiatives which address major life transitions for children, youth and families.	Medium 2025/26	Community & Customer Experience
2.5 In response to the Strategy consultation feedback, Council will engage with service providers to work collaboratively to address the following social issues within the sphere of local government: a. responses to mental health and wellbeing for young people b. accessible and affordable places and spaces c. child care access and affordability d. affordable housing	Medium 2025/26 Medium 2025/26 Long 2026/27 Long 2026/27	Community & Customer Experience

Thriving environments that connect people

Pillar 3: Places and Spaces

We will create, maintain and activate places and spaces so that children, youth and families have safe and accessible places to meet, connect, celebrate and feel they belong.

We will create and optimally use the natural and built assets in our community. We will help the community to activate and enliven those spaces in the way that is meaningful to them.

We have a role in delivering high quality, relevant services and programs to meet the needs of children, youth and families.

Woollahra will be a welcoming and safe place for all community members and visitors.

Actions	Timeframe	Division
3.1 Explore in the development of the working model and planning for the new Rose Bay community facility, opportunities for affordable and accessible activities for children, youth and families.	Medium 2025/26	Community & Customer Experience
3.2 Work with NSW Area Health, Woollahra Libraries and complementary services to offer opportunities for child, youth and family supports and services at Vaucluse Bowling Club & Community Facility.	Medium 2025/26	Community & Customer Experience
3.3 With community partners, explore the use of other Council community facilities as locations that activate services for children, youth and families.	Long 2026/27	Community & Customer Experience
3.4 Explore options for offering financial relief to community members experiencing economic hardship, through the provision of discounted access to Council-led facilities, events and activities. Also consider the review of fees and charges to improve affordability of the above.	Long 2026/27	Community & Customer Experience Infrastructure & Sustainability
3.5 Explore youth-specific options for accessible, affordable, safe places and spaces in the wider community (e.g. Council-led facilities, schools, churches, etc.).	Long 2026/27	Community & Customer Experience
3.6 Continue to explore public access to existing private indoor pools in the municipality.	Long 2026/27	Infrastructure & Sustainability

Shaping the future

Pillar 4: Advocacy

We will be a dedicated advocate, championing the strengths, rights, needs and aspirations of children, youth, families and the organisations that support them.

We will work with our stakeholders, community partners and government agencies, drawing on our collective insights and assets to influence policies that directly impact the well-being of children, youth and families.

We will advocate for the allocation of resources that ensure access to opportunities that promote the growth, development and quality of life for our communities.

Our advocacy will be inclusive and respect the diversity of our community, ensuring we address issues of equity, diversity and inclusion.

Actions	Timeframe	Division
4.1 Educate community service providers and networks of Council’s role in advocacy and scope of influence.	Short 2024/25 (ongoing)	Community & Customer Experience
4.2 Proactively share appropriate data regarding community assets and identified community needs with service providers and partners (grant recipients and funded organisations) to inform and support advocacy.	Short 2024/25 (ongoing)	Community & Customer Experience
4.3 Actively advocate on affordable housing for policy changes and resource allocation which will benefit Woollahra’s children, youth and families.	Long 2026/27	Planning & Place
4.4 Work with the childcare sector to explore options which respond to the need for further affordable and accessible childcare within our community.	Short 2024/25 (ongoing)	Community & Customer Experience
4.5 Actively advocate on mental health for policy changes and resource allocation which will benefit Woollahra’s children, youth and families.	Medium 2025/26 (ongoing)	Community & Customer Experience

3.3 What will enable us to achieve our Strategy?

Leadership and Governance

We recognise that sound governance practices and inclusive decision-making processes are essential for effective and accountable service delivery. Our Strategy emphasises transparency, accountability, and community engagement in the decision-making processes that shape the policies and programs affecting children and families.

We are dedicated to fostering partnerships with stakeholders, including parents, community organisations, and experts, to ensure that diverse voices are heard and considered in the development, implementation, and evaluation of our initiatives.

Through collaborative governance and evidence-based decision-making, we aspire to create a nurturing and supportive environment where every child and youth can thrive, and families can access the resources and support they need to flourish.

Resourcing and Expertise

We understand that providing comprehensive support to children and families requires adequate resources and a pool of expertise.

To ensure that our initiatives have a lasting impact, we are committed to allocating the necessary resources and leveraging external funding opportunities.

Additionally, we recognise the importance of building a skilled and diverse workforce with expertise in child development, community services, mental health, and education. This expertise will empower us to tailor our programs to meet the unique needs of our community's children, youth and families, fostering their growth and well-being in an ever-evolving social landscape.



Family enjoying a walk at Macquarie Lighthouse, Vaucluse.

3.3 What will enable us to achieve our strategy?



Welcoming HSC student study spaces at Woollahra Library Double Bay.

Customer Experience

We view children, youth and families as our valued 'customers' within the context of the facilities, programs and services we provide.

Our commitment to customer experience means that we prioritise their needs, preferences, and feedback at every step of our initiatives. We aim to create a seamless and supportive journey for families seeking assistance, ensuring that they feel heard, respected, and empowered throughout their interactions with our facilities, programs and services.

Regular feedback mechanisms, user-friendly communication channels, and responsiveness to their concerns are integral to our approach. By focusing on customer experience, we not only enhance the quality of our support, but also build trust and engagement, ultimately contributing to the wellbeing and success of the children and families we serve.

Innovation and Agility

We recognise that the needs and challenges faced by children, youth and families can evolve rapidly, and therefore, we are committed to staying at the forefront of innovative solutions and being agile in our approach. We encourage a culture of continuous improvement and creativity in our efforts to support children, youth and families.

By fostering innovation, we seek to develop new and more effective strategies, programs, and services that can adapt to changing circumstances and emerging needs. Our goal is to remain flexible and responsive, using data-driven insights and best practices to inform our decisions and actions.

Through innovation and agility, we aim to provide the highest quality of care and support to children, youth and families in our community, ensuring that they have the resources and opportunities they need to thrive in an ever-changing world.

4.0 Monitoring our progress

Progress against our Children, Youth and Families Strategy and Action Plan will be monitored and reported as part of Council's Integrated Planning and Reporting Framework, with Council's Annual Report submitted to the NSW Office of Local Government.

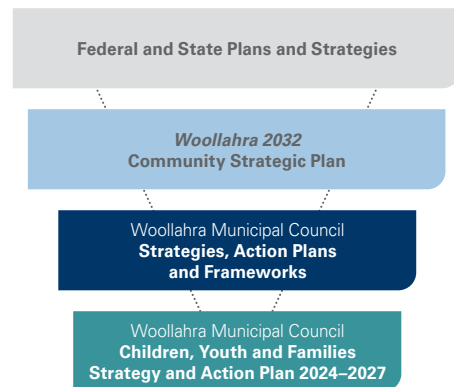
We will also monitor the success of this plan through ongoing consultation with key stakeholders who will be invited to provide feedback about satisfaction with Council's work towards improving the quality of life for children, youth and families in Woollahra.



Intergenerational event at Paddington Library.

Appendix 1: Strategic context

Council's *Children, Youth and Families Strategy and Action Plan 2024–2027* aligns with the goals and objectives of relevant national, state and local policy settings. It also embeds Council's community vision and strategies as well as the key objectives and directions from a range of existing Council strategies, plans and policies.



National

✓ The *National Strategy for Young Australians 2010* outlines the following vision: "The Australian Government's vision is for all youth to grow up safe, healthy, happy and resilient and to have the opportunities and skills they need to learn, work, engage in community life and influence decisions that affect them."

✓ *Australia's Youth Policy Framework (2021)* outlines how Australian Government policies and programs are supporting and improving the lives of young Australians. It reflects on disruptions to education, employment and social opportunities for youth caused by COVID-19. Key focus areas are on the erosion of social and support networks and the increased mental ill health.

✓ The Australian Government has developed a *National Early Years Strategy 2023* to shape its vision for the future of Australia's children and their families. Recognising how critical the early years are for children's development and later outcomes in life, the Strategy seeks to support improved coordination between Commonwealth programs, funding and frameworks impacting early childhood development.

✓ *National Action Plan for the Health of Children and Young People 2020–2030* prioritises fostering health and wellbeing in response to emerging challenges. It recognises early childhood's profound impact on future health outcomes. The document identifies key areas for action: health equity, empowering parents, mental health, chronic conditions, and workforce.

✓ *Australia Government Youth Engagement Strategy* (currently being developed) is seeking to develop a comprehensive Youth Engagement Model to formally engage youth in policy and program design. The model acknowledges the uniqueness and diversity of young Australians aged 12–25 years and recognises the significance of First Nations youth.

Strategic context

State

✓ *The NSW Strategic Plan for Children and Young People 2022–2024* prepared by the Advocate for Children and Young People seeks to elevate children and young people’s voices, identify issues they have articulated and give them the opportunity to influence solutions.

✓ *The NSW Government, Start Strong Program* supports preschool education for all children in NSW. It recognises that when children participate in structured, play-based learning before they start school, they build key social, emotional and cognitive skills necessary to support lifelong learning. This is especially important for children experiencing vulnerability and disadvantage.

✓ *NSW Disability Inclusion Plan 2016* focuses on four areas for action, including developing positive community attitudes and behaviours; creating liveable communities; supporting access to meaningful employment; and improving access to mainstream services through better systems and processes.

Local

✓ *The Woollahra 2032 Community Strategic Plan* aims to deliver a connected, harmonious, and engaged community for all ages and abilities, and a supported, enabled, and resilient community.

✓ *The Woollahra Local Strategic Planning Statement (LSPS) 2020* sets out a 20-year vision and planning priorities for managing future land use and preserving our community’s values and the special characteristics of our area. It supports and guides Woollahra’s planning controls to help ensure our area continues to be a great place to live, work, play and visit.

✓ *The Woollahra Local Housing Strategy 2021* and the *Woollahra Affordable Housing Policy 2021* together outline Council’s commitment to protecting existing affordable housing and facilitating new affordable housing to meet the needs of the community. The policy will help to ensure Woollahra remains diverse, including the retention of children, youth and families as residents. The Policy also sets an objectives to increase the supply of affordable rental housing for key workers, which

is key to our supply of childcare workers, and to provide support to people experiencing vulnerability.

✓ *The Woollahra Community Engagement Strategy 2023* is designed to ensure Council decisions reflect the whole community by incorporating the community’s views, concerns and aspirations into the decision-making process. This includes capturing the voices and concerns of children, youth and families. The Strategy is underpinned by social justice principles; equity, access, participation and rights.

✓ *The Woollahra Disability Inclusion Action Plan 2022–2026* outlines Council’s commitment to enabling all members of the community to participate fully in community life.

✓ *The Woollahra Active Transport Plan 2023* articulates Council’s vision to make walking and cycling (which we call ‘active transport’) the most convenient, comfortable and safe choice for short trips in Woollahra. The draft Plan sets out a long-term plan intended to guide investment and design decisions for the next 10-15 years for both walking and cycling.

Strategic context

✓ In 2021 Woollahra Council began developing a *Reconciliation Action Plan 2022–2023 (RAP)* at the Reflect level to guide and drive our reconciliation efforts as a Council. It outlines the steps that Council would need to take to prepare itself for future reconciliation initiatives. Council is currently developing an Innovative RAP.

✓ The *Woollahra Communities Facilities Study 2019* identifies current and future gaps in Council's supply of community facilities across the LGA and provides recommendations for existing and proposed Council community facilities, as well as opportunities for innovative delivery.

✓ The *Play Space Strategy 2023* aims to provide strategic direction for Council for the next 10 years in relation to play provision across the LGA.

✓ The *Woollahra Social and Cultural Plan 2018 to 2030* documents Council's commitment to the residents of Woollahra. It outlines the goals, strategies and priorities that Council will implement over the next 12 years.

✓ The *Woollahra Libraries Strategic Plan 2021–2026* sets out how Woollahra Libraries defines and continues to provide a 'state of the art' library service for its community. It describes the priorities, sustainable strategies and initiatives the Library will undertake to achieve a dynamic and responsive public library service.

✓ The *Woollahra Municipal Council Recreation Strategy 2023* sets out strategic directions and recommendations to develop and manage a quality open space network with facilities that support the Woollahra community's recreation and sporting preferences. It focuses on community wellbeing, quality spaces and places, healthy environments, community leadership and participation and local prosperity. Among its commitments is improved access to affordable, safe and appropriate recreation spaces for children, young people and families.



Diverse venues are available to hire for parties.

Strategic context

How national, state and local strategy and action plans map to the
Woollahra Children, Youth and Families Strategic and Action Plan strategic pillars

Document	Voice	Working Together	Places and Spaces	Advocacy
National Strategy for Young Australians 2010	✓	✓		✓
Australia's Youth Policy Framework (2021)	✓	✓		✓
National Early Years Strategy (2023)		✓		✓
National Action Plan for the Health of Children and Young People 2020–2030	✓	✓	✓	✓
Australian Government Youth Engagement Strategy (currently being developed)	✓			✓
The NSW Strategic Plan for Children and Young People 2022-2024 (Advocate for Children and Young People)	✓			
The NSW Government Start Strong Program				✓
NSW Disability Inclusion Plan (2016)	✓	✓	✓	✓
Woollahra 2032 Community Strategic Plan	✓	✓	✓	✓

Strategic context

Document	Voice	Working Together	Places and Spaces	Advocacy
Woollahra Disability Inclusion Action Plan 2022	✓		✓	✓
Woollahra Community Engagement Strategy 2023	✓			
Woollahra Local Strategic Planning Statement (LSPS) 2020			✓	✓
Woollahra Affordable Housing Policy 2021			✓	✓
Reflect Reconciliation Action Plan (2022–2023)				✓
Active Transport Strategy 2023			✓	
Woollahra Community Facilities Study 2019			✓	
Play Space Strategy 2023			✓	
Woollahra Social and Cultural Plan 2018 to 2030	✓	✓	✓	✓
Woollahra Libraries Five Year Strategic Plan 2021-2026			✓	



536 New South Head Road,
Double Bay NSW 2028

T: 02 9391 7000

E: records@woollahra.nsw.gov.au
woollahra.nsw.gov.au

Follow us



Download the Council App
woollahra.nsw.gov.au/app

Have your say
yoursay.woollahra.nsw.gov.au

Item No: R3 Recommendation to Council
Subject: **OUTGOING SPONSORSHIP PROGRAM IMPLEMENTATION**
Authors: Emma Rodgers-Wilson, Development Officer, Community & Culture
Maya Jankovic, Coordinator Community & Culture
Approvers: Vicki Munro, Manager Community & Culture
Patricia Occelli, Director Community & Customer Experience
File No: 24/103014
Purpose of the Report: To endorse the Outgoing Sponsorship Program Criteria and Priority for 2024/25 and to note the proposed dates for the 2024/25 round.
Alignment to Delivery Program: Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

Recommendation:

THAT Council:

- A. Endorse the following Priorities for Sponsorship for the 2024/25 Outgoing Sponsorship Program:
 - i. Cultivating a vibrant Woollahra through initiatives that enhance opportunities for residents and visitors to actively participate in major community and cultural activities, with special focus on performing arts.
 - ii. Long standing initiatives that have enabled the growth of social capital and delivered community building outcomes.
- B. Note that funding for 2024/25 will not be provided for projects which have already being funded through the 2024/25 Grants program.
- C. Note the proposed dates for the implementation of the 2024/25 Outgoing Sponsorship Program.

Executive Summary:

The purpose of this report is to seek endorsement for the 2024/25 Outgoing Sponsorship Program Priority Criteria so that the inaugural round can open from 1 September to Sunday 29 September 2024. In keeping with the Outgoing Sponsorship Guidelines, the Priority Criteria be established annually and aligned with the objectives of the Sponsorship Program and approved through a Council resolution to be published annually.

This report also provides Council with details of the proposed 2024/25 round timeframe.

Discussion:

At the Council meeting of 12 February 2024, Council adopted a Notice of Motion calling for a report on how Council could establish a mechanism for the granting of sponsorship to organisations and or events that meet a certain criteria. A report was presented to Council in April 2024 with an amended Donations and Sponsorship Policy and draft Outgoing Sponsorship Guidelines to enable the introduction of an Outgoing Sponsorship Program allowing for accountability and transparency in its execution.

Three submissions were received during the public exhibition period, 29 April and 27 May 2024, resulting in minor amendments to the Donations and Sponsorship Policy and Outgoing Sponsorship Guidelines.

At the Ordinary Council Meeting on 11 June 2024, it was resolved:

THAT Council:

- A. *Notes the submissions received in relation to the Donations and Sponsorship Policy and draft Outgoing Sponsorship Guidelines that was placed on public exhibition from 29 April to 27 May 2024.*
- B. *Having considered the submissions, adopts the amended Donations and Sponsorship Policy (Attachment 1) and Outgoing Sponsorship Guidelines (Attachment 2) for implementation in the 2024/25 financial year.*
- C. *Allocates in the draft 2024/25 budget, \$50,000 for the Outgoing Sponsorship Program and \$6,578 for staffing resources per annum.*

The newly adopted Donations and Sponsorship Policy and Outgoing Sponsorship Program (See **Attachment 1 and 2**) provide a formal mechanism for Council to support new and long-standing initiatives and proven events and programs beyond those that the community are applying for through Council's annual Grants Program. Council's Grants Program will continue to help local individuals, groups, educational institutions and businesses make a difference in the community across four categories: Community and Cultural, Placemaking, Environmental and Business Sector Support.

The main objectives of the Outgoing Sponsorship Program are to:

- Support the Community Strategic Plan and Delivery Program.
- Assist in building a diverse and economically strong community.
- Support a more connected and more prosperous community.
- Reduce isolation and improve physical and mental health.
- Support cultural and artistic initiatives and organisations that have proven programs and demonstrated history that enable Woollahra to thrive.
- Support long-standing initiatives that collectively harness the social capital of Woollahra.

Acceptable activities for Outgoing Sponsorship as per the guidelines include:

- Programs that celebrate local culture and the visual and performing arts
- Programs and initiatives that help stimulate our local economy
- Cultural and/or community festivals and events
- Competitions
- Educational programs
- Awards
- Research and publications
- Support to long standing initiatives that have enabled the growth of social capital and delivered community building outcomes.

The annual Outgoing Sponsorship Program will commence in the 2024/25 financial year where a budget of \$50,000 has been allocated for projects up to \$20,000 per submission. Outgoing Sponsorship may be provided in kind through fee relief, contribution in kind, such as marketing and promotional support or as a financial contribution as part of the application process.

Priority Criteria for the 2024/25 Outgoing Sponsorship Program round:

It is proposed that the priority criteria for the 2024/25 round be:

- i. Cultivating a vibrant Woollahra through initiatives that enhance opportunities for residents and visitors to actively participate in major community and cultural activities, with special focus on performing arts.
- ii. Long standing initiatives that have enabled the growth of social capital and delivered community building outcomes.

Note that funding for 2024/25 will not be provided for projects which have already being funded through the 2024/25 Grants program.

A key focus for this year's funding will be on initiatives that enhance opportunities for residents and visitors to actively participate in major community and cultural activities, with special focus on performing arts. This fosters a more vibrant celebration of Woollahra's unique character and fosters a stronger sense of community spirit. Funding will be awarded to proposals that demonstrate a clear plan for active participation, ultimately enriching the cultural tapestry of Woollahra for all.

Due to the shorter timeframe for the 2024/25 round, this priority is expected to attract applications for vibrant events and cultural activities through summer until 30 June 2025.

Timeframe for the 2024/25 Outgoing Sponsorship round:

The proposed timeframe for the 2024/25 round is as follows:

- Report to Finance, Community and Services Committee on 5 August 2024 and to Council on 12 August 2024.
- Publicity for the program for 2 weeks, from 19 August to 31 August 2024. The program will be promoted via Council's communication channels and via direct email to community and resident action groups on the Council database as well as to previous grant applicants.
- Open the program for applications for 4 weeks from Sunday 1 September to Sunday 29 September 2024.
- Staff to review applications during the week of 30 September to 14 October 2024.
- Report on recommended applications to Finance, Community and Services Committee on 4 November and to Council on 11 November 2024.
- Applicants are notified of the outcome by mid November 2024.
- Funding to be made available to successful applicants following adoption of recommended projects.
- Successful Outgoing Sponsorship projects are to be completed by 30 June 2025.

Future rounds of the Outgoing Sponsorship program will be aligned with the Council's Grants program. This was not possible for the current 2024/25 round due to the adoption of the program and associated budget adopted on 11 June 2024.

Options:

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

There was no community engagement and / or consultation required in writing this report.

Policy Implications:

The report is implementing the amended Donations and Sponsorship Policy and Outgoing Sponsorship Guidelines, adopted at Council meeting 11 June 2024.

Financial Implications:

As per the Council resolution on 11 June 2024, \$50,000 has been allocated in the 2024/25 budget, for the Outgoing Sponsorship Program and \$6,578 for staffing resources per annum.



Resourcing Implications:

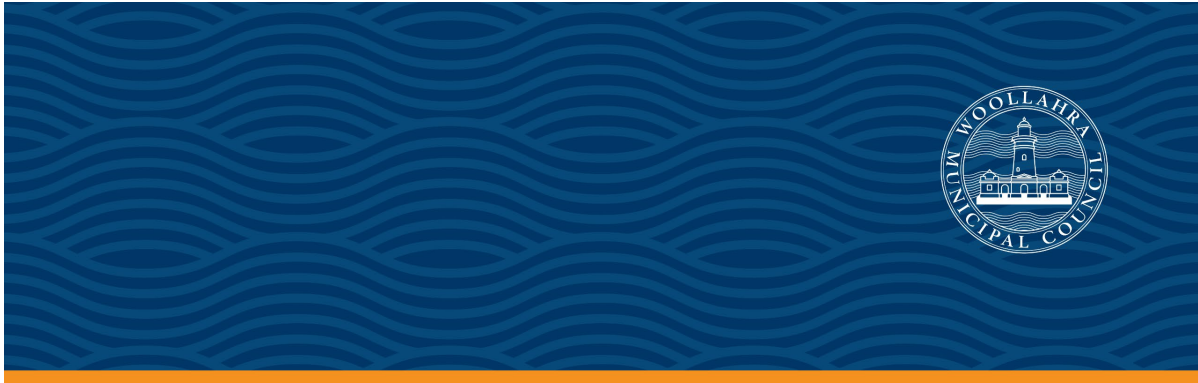
There are no resourcing implications as a result of this report.

Conclusion:

Once the Priority Criteria for the Outgoing Sponsorship Program 2024/25 round is endorsed, Council will proceed with promotion of the program. The round will then be opened for applications from 1 September to 29 September 2024 with funding made available from mid November 2024. It is anticipated that projects will contribute to an inclusive, vibrant and creative community across the 2024/25 summer period, with all projects to be completed by 30 June 2025.

Attachments

1. Donations and Sponsorship Policy - Adopted 11 June 2024 [↓](#) 
2. Outgoing Sponsorship Program Guidelines - Adopted 11 June 2024 [↓](#) 



Donations and Sponsorship Policy

Adoption Date:	11 June 2024 by Council Resolution
Last Reviewed:	March 2024
Next Review Date:	March 2026
Division/Department:	General Manager's Office
Responsible Officer:	General Manager
HPE CM Record Number:	24/91892

1 Policy Statement

This policy defines the types of donations and/ or sponsorship arrangements accepted by Woollahra Municipal Council (Woollahra Council) and how they will be managed to ensure good governance.

2 Application

Purpose

The purpose of this Policy is to outline the principles of donations and/ or sponsorships by Woollahra Council and to establish a coordinated and transparent approach to the way in which Woollahra Council seeks, secures, provides and manages all donations and/ or sponsorships opportunities.

This Policy replaces the previous Policy for the Sponsorship of Events and Activities 2006.

Scope

This Policy applies to all donations and/or sponsorship received by Woollahra Council (incoming) or provided by Woollahra Council to external applicants (outgoing) and outlines the following:

- Assessment of donations and/ or sponsorship
- Approval of donations and/ or sponsorship
- Recognition of a donor or sponsor
- Acceptable types of donations
- Unacceptable types of donations
- Acceptable activities for sponsorships
- Unacceptable activities for sponsorships
- Probity safeguards
- Reporting requirements and
- Breach of the Policy.

3 Definitions

Term	Meaning
Donations	<p>A donation (including unconditional gift, bequest or endowment) is a provision of cash or items of value with no return benefits expected.</p> <p>An individual or an organisation may make a donation. Only an individual can make a bequest.</p> <p>Donations do not include:</p> <ul style="list-style-type: none">• Payment made as part of any financial or business transaction made by Council.• Donations of time and/ or human resources as covered by Council's Volunteering Guidelines.

Donations and Sponsorship Policy

Term	Meaning
	<ul style="list-style-type: none"> Community and financial assistance grants covered by the Council's Grants Policy and Programs. Gifts and Benefits to individual Council staff and Councillors as covered by Council's Code of Conduct.
Pledge	<p>A pledge is a given as security for the fulfilment of a contract, in this policy it is a commitment to a future donation and or sponsorship.</p>
Sponsorship	<p>Sponsorship is a commercial and formalised arrangement in which a sponsor provides a contribution in money or in-kind to support an activity in return for certain specified benefits.</p> <p>Sponsorship can be provided:</p> <ul style="list-style-type: none"> By the corporate sector or private individuals, in support of a Council activity, service, resource, asset or event. By Council in support of related and worthwhile private or public sector activities. <p>Sponsorship does not include:</p> <ul style="list-style-type: none"> the selling of advertising space joint ventures consultancies grants (in regard to received sponsorship) unconditional gifts, donations, bequests or endowments. <p>Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.</p> <p>Source: <i>Sponsorship in the Public Sector – ICAC Publication</i></p>
Deductible Gift Recipient (DGR)	<p>A deductible gift recipient (DGR) is an entity or fund that can receive tax deductible gifts. There are two types of DGR endorsement:</p> <ul style="list-style-type: none"> An entity that has DGR endorsement in its own right An entity that is only a DGR in relation to a fund, authority or institution it operates. In this instance, only gifts to the fund, authority or institution are tax deductible. <p>Source: https://abr.business.gov.au/Tools/DgrListing</p> <p>Refer to Policy clause 7.1 below.</p>

4 Community Strategic Plan, Delivery Program and Operational Plan

This Policy relates to Themes, Goals and Strategies outlined in Council's Community Strategic Plan Woollahra 2032 and Priorities outlined in Council's Delivery Program and Operational Plan, specifically:

Theme:	Civic Leadership
Goal:	A well-managed Council
Strategy:	11.2 Secure Council's financial position.
Priority:	11.2.1 Effective management of Council's finances.

5 Relevant Legislation

- Local Government Act 1993
- Income Tax Assessment Act 1997 (Cth)
- Independent Commission Against Corruption (ICAC) Act 1998
- Independent Commission Against Corruption ICAC (2006) Sponsorship in the Public Sector – Sponsorship Policy and Guidelines
- Code of Conduct

6 Policy Content

6.1 Assessment of Donations and/ or Sponsorships

Any donations and/ or sponsorship arrangement that is offered or sought by Woollahra Council **must**:

- Benefit the broader community within the Woollahra Local Government Area and align with Council's Mission, Vision and Values;
- Align with Woollahra Council's Community Strategic Plan, Delivery Program and Operational Plan and policies;
- Not restrict Woollahra Council's ability to carry out any of its regulatory or other functions;
- Align with Woollahra Council's adopted Code of Conduct;
- Represent an appropriate sum of money or in-kind items/goods/services for a project or activity that enables Council to exercise its functions.

Donations and/or Sponsorships will not be accepted:

- Where there is a conflict with Council's core business or limits the independence and role of Council;
- From an organisation or individual who has not honoured previous donation and/ or sponsorship agreements;
- From an organisation or individual involved in the business of tobacco, alcohol, gambling and/or pornography or sex industry (noting that donations of alcohol for a specific event may be acceptable if served under the Responsible Service of Alcohol provision);
- From an individual or organisation who has an existing Development Application, Rezoning Application/Planning Proposal and/ or has commenced discussions with Council for an impending Development Application, Rezoning Application/Planning Proposal to be lodged in the coming 12-month period from the date of the donation and/ or sponsorship offer;
- Applications for development consent or other Council approvals by a party who has a donation or sponsorship agreement with Council may be referred to an independent assessor;

Donations and Sponsorship Policy

- From an individual who has a criminal record for a matter in the past 10 years;
- From political parties or organisations/ individuals with an identifiable political purpose/agenda (e.g. trade unions, political candidates).

Council will assess whether the incoming donation and/ or sponsorship can be used in the way the donor/sponsor has requested prior to accepting the donation or sponsorship.

Council will only accept donation of public facilities or contribution towards public facilities on public land where it is, in the opinion of Council, in the best interest of the community in general.

In assessing donations and/or sponsorship, Council staff will consider the best interests of the public, public accountability, public perceptions and potential risks as well as the potential benefits before accepting a donation. Assessment against the above mentioned criteria must be in accordance with the Donations and Sponsorship Internal Operational Procedures.

Council retains the discretion to reject donations and/ or sponsorship from any entity for any reason. If a donation and/or sponsorship offer is rejected, an explanation will be given to the interested party.

6.2 Approval of incoming donations and/ or sponsorship

The approval of donations and/or sponsorship is as follows:

- Donations and/ or sponsorship up to the value of \$20,000 should be approved by the General Manager or officer authorised by the General Manager. The General Manager may from time to time set out the criteria for staff to accept donations including the acceptance of nominal donations and/or amend sponsorship opportunities.
- Donations and/or sponsorship over and above \$20,000 should be approved by resolution of Council.
- Donations made to the Woollahra Municipal Public Art Gallery are to be referred to Council (as required).

6.3 Recognition of a donor or sponsor

Council will recognise its donors and/ or sponsors in a number of ways and the extent of such recognition will be determined in relation to the level and nature of the donations and/or sponsorship.

Benefits to the donor and/or sponsor may include:

- Invitation to selected Council functions;
- Printing of the sponsor's name and logo in Council's external publications and website;
- Event facilities, which may include hospitality, free preferential seats, event functions or award presentation;
- Media releases, mention in Mayoral Column, Woollahra eNews etc, recognising support given;

- Their name included on a donor and/or sponsor board.

7 Donations

7.1 Acceptable types of incoming donations

Acceptable donations include but are not limited to the following:

- Cash or cash equivalents in the form of cheque, electronic bank transfer (EFT) or credit card contribution;
- Real estate including improved and unimproved land, personal residences, commercial property, or rural land. If it is the intention of the donor that Woollahra Council not immediately dispose of the real estate, a written agreement between Council and donor must be in place before Council may accept such a property;
- In-kind including works of art, furniture, rare books, manuscripts, or any other item of value;
- Pledges which commits the donor to give a specific dollar amount (or in-kind support) according to a fixed time schedule. Noting all pledges and changes to a pledge must be made in writing;
- Bequests which involves the donor transferring money or property to Woollahra Council at the donor's death through either the donor's will or trust;
- Endowment where the sum of money is provided to Council where the principal is managed in a way that seeks to preserve or grow its value in perpetuity.
- Capital contributions by sporting and community groups as part of defined leasing and facilities management arrangements.

All property donations must be referred to our Property Department to ensure that the donation is in line with Council's relevant adopted strategic plan.

Council has two Deductible Gift Recipient funds (DGR) which allows donors to receive a tax deduction for specific fund use. Donors can deduct the amount of their donation from their taxable income when they lodge their tax return. These are for the Woollahra Municipal Public Art Gallery and Woollahra Municipal Library (also known as Woollahra Libraries). Donors are to seek legal and tax advice before making a gift. Council does not provide such advice to donors.

All DGR donations will be registered and/ or recorded.

7.2 Unacceptable types of incoming donations

Donations which are considered **unacceptable** may include, but not be limited to:

- Anonymous donations.
- Resources or Assets or Artworks that are deemed offensive, inappropriate or don't comply with other Council policies.
- Artworks that require care and maintenance of which Council is not in a position to provide.
- Library books unless they relate to the local history of the area or are relevant and useful to our members/the community.

- Donations that may infer excessive restrictions or exclusivity of use or benefit to only the donor.
- Materials that are political, are or could be perceived to be offensive or discriminatory in nature.

It is Council's discretion to accept or decline any offers in accordance with this Policy and internal operational procedures.

8 Sponsorship

Sponsorship should enhance opportunities for residents and visitors to participate in major community, cultural and sporting activities across the Woollahra municipality.

The main objectives of Council providing outgoing sponsorship are to:

- Assist in building a diverse and economically strong community;
- Attract visitation, growth and awareness of the Woollahra Local Government Area; and
- Aligned with Council's Community Strategic Plan and Delivery Program.

8.1 Acceptable activities for sponsorship

Activities suitable for sponsorships include but are not limited to the following:

- Programs that celebrate local culture and the visual and performing arts.
- Programs and organisations that help stimulate our local economy.
- Cultural and/or community festivals and events
- Competitions.
- Educational programs.
- Awards.
- Research and publications.
- Support to long-standing initiatives that have enabled the growth of social capital and delivered community-building outcomes.

8.2 Application for outgoing sponsorship

Applications are to be submitted as an Expression of Interest (EOI) process through an online form within the given timeframes, as specified in the application guideline for the particular year/ sponsorship round that will be obtained from Council and its website.

The applicant must:

- Be financially viable with appropriate insurance and workplace health and safety policies;
- Use funds used for the purpose for which the sponsorship is provided, unless written permission for variation obtained from Council prior to the activities being undertaken;
- Obtain all appropriate permits, approvals, and insurance relating to funded activities;

- Acknowledge the assistance Council provides in all promotions for the events, activities or programs:
Acknowledgements could take the form of marketing, branding, signage, speaking opportunities for the Mayor or representative, and on site presence at the event, e.g., information/display stand or engagement opportunity for Council staff.
- Show Council logo on all promotional material; for example, advertising, flyers, and event programs.
Note: artwork featuring the Council logo must be approved by Council's Communications and Engagement team;
- Invite Councillors or their representatives to any events or functions celebrating the launch;
- Provide an acquittal report within four weeks after completion of event or program. Applicants who do not complete and return an acquittal report will be ineligible for any future funding.

Council will not extend sponsorship for:

- Individuals and private endeavors (for example: an individual artist seeking funding for their personal creative project or an athlete pursuing their sporting goals).;
- Projects, activities or events that do not meet the program assessment guidelines;
- Ongoing operating expenses, such as rent, salaries, printing, or general administration costs;
- The purchase of equipment or items deemed as capital expenditure;
- Organisations raising funds on behalf of others;
- Recurring functions of a primarily social nature organised by not-for-profit groups and organisations.

8.3 Assessment of outgoing sponsorship

Criteria for sponsorship will be established annually aligned with the objects of the sponsorship program and will be approved through Council resolution. This criteria will be published annually, through an EOI process. Council may also select to undertake a direct EOI process.

Assessment of applications will be by a selection committee comprised of relevant Council staff. Each application will be assessed against how well the proposed project meets the selection criteria, as well as the merit of the application in relation to other applications, and its eligibility for funding from other sources. Meeting all requirements does not give any guarantee of the outcome of any application including in direct approaches.

Following assessment against the selection criteria and determination of merit, a report will be presented to Council showcasing the applications and proposing a list of successful applicants for Council approval.

9 Probity and Safeguards

To ensure the highest level of probity the following principles will be adhered to:

- Every donation or sponsorship proposal will be subject to an assessment process and consideration will be made by authorised Council staff on conflict of interest issues that may arise prior to entering into negotiations with potential donor or sponsor.
- The acceptance of any donations or sponsorship by Council does not explicitly imply endorsement of other activities.
- Any donations and/or sponsorship received on behalf of Woollahra Municipal Public Art Gallery and Woollahra Municipal Library (also known as Woollahra Libraries) must be used for the Woollahra Municipal Public Art Gallery and Woollahra Libraries endorsed activities.
- Donations and/ or sponsorships will not be entered into with individuals or corporations in conflict with Council's policies, or discriminate against any individual or group.
- Donors and sponsors will not be employed as contractors unless they have been selected through a public competitive tender process separate from the selection process for the sponsorship.
- No Councillor or Council staff member is to receive, or solicit, a personal benefit from a donation and/or sponsorship arrangement with Council.

10 Reporting requirements

The relevant Council Division will be responsible for the management of the donations and/ or sponsorship in accordance with this policy and internal operational procedure, dependent on the type of donation and/ or sponsorship.

The Governance & Risk Department will undertake the necessary assessment and manage the databases, systems and reporting to facilitate the handling of donation and sponsorship information.

All donations and/ or sponsorships will be included in a specific Donations and Sponsorship Register which will be available on Council's website. All donations and/ or sponsorship arrangements will be reported in the Woollahra Council Annual Report. As stated in Section 8, successful applicants are required to provide an acquittal report within four weeks after completion of event or program.

11 Breach of the Policy

A breach of the Policy as determined by the General Manager under this Policy may result in (but not limited to the following):

- Termination of agreement;
- Loss of future donations and/or sponsorship partnership opportunities with Council;
- Potential legal proceedings; and
- Referral to ICAC for investigation for corruption.

Donors and/ or sponsors will be required to comply with this policy and any breach of the policy will be referred to the General Manager.

12 Documentation/References

	HPECM Reference
Code of Conduct	22/237458
Donations and Sponsorship Register	22/57084

13 Related Policies and Procedures

	HPECM Reference
Incoming Donations and Sponsorship Internal Operational Procedure	22/57077
Gifts and Benefits Policy	19/16315
Outgoing Sponsorship Program Guidelines	24/50675

This Policy will be reviewed every two years or in accordance with legislative requirements. This Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this Policy.

Any amendment to this Policy must be by way of the approval of the General Manager

Policy Amendments

Date	Responsible Officer	Description
25 Mar 2024	Policy Officer Manager – Community & Culture Manager – Governance & Risk	Review and including external-facing sponsorships as per resolved Notice of Motion on 6 February 2024.



Outgoing Sponsorship Guidelines

Updated: June 2024

Objectives of the outgoing sponsorship program

The main purpose of the Outgoing Sponsorship Program is to provide a formal mechanism for Council to support new and long-standing initiatives and proven events and programs beyond those that the community are applying for through Council's annual Grants program.

The main objectives of the program are to:

- a) Support the Community Strategic Plan and Delivery Program.
- b) Assist in building a diverse and economically strong community.
- c) Support a more connected and more prosperous community.
- d) Reduce isolation and improve physical and mental health.
- e) Support cultural and artistic initiatives and organisations that have proven programs and demonstrated history that enable Woollahra to thrive.
- f) Support long-standing initiatives that collectively harness the social capital of Woollahra.

Definitions

Sponsorship	<p>Sponsorship is a commercial and formalised arrangement in which a sponsor provides a contribution in money or in-kind to support an activity in return for certain specified benefits.</p> <p>Sponsorship can be provided:</p> <ul style="list-style-type: none">• By the corporate sector or private individuals, in support of a Council activity, service, resource, asset or event.• By Council in support of related and worthwhile private or public sector activities. <p>Sponsorship does not include:</p> <ul style="list-style-type: none">• the selling of advertising space• joint ventures• consultancies• grants (in regard to received sponsorship)• unconditional gifts, donations, bequests or endowments. <p>Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.</p> <p>Source: <i>Sponsorship in the Public Sector – ICAC Publication</i></p>
-------------	---

Acceptable activities for outgoing sponsorship

- Programs that celebrate local culture and the visual and performing arts
- Programs and initiatives that help stimulate our local economy
- Cultural and/or community festivals and events
- Competitions
- Educational programs
- Awards
- Research and publications
- Support to long standing initiatives that have enabled the growth of social capital and delivered community building outcomes.

1. Criteria for Woollahra Council Sponsorship:

Any sponsorship arrangement that is offered by Woollahra Council must:

- Benefit the broader community within the Woollahra Local Government Area and align with Council's Mission, Vision and Values.
- Align with Woollahra Council's Community Strategic Plan, Delivery Program and Operational Plan, strategies and policies.
- Not restrict Woollahra Council's ability to carry out any of its regulatory or other functions.
- Align with Woollahra Municipal Council's adopted Code of Conduct.
- Represent an appropriate sum of money or in-kind items/goods/services for a project or activity that enables Council to exercise its functions.
- Be for a maximum period of 12 months in line with Council's application process.
- Welcome community involvement and promote inclusivity.
- Adhere to Council's environmental and sustainability principles

2. Outgoing Sponsorships will not be provided in the following circumstances:

- Where there is a conflict with Council's core business or limits the independence and role of Council;
- To an organisation or individual who has not honoured previous grants, donation and/or sponsorship agreements and acquittal requirements;
- To an organisation or individual involved in the business of tobacco, alcohol, gambling and/or pornography or sex industry;
- To an organisation who has an existing Development Application, rezoning application/planning proposal and/or has commenced discussions with Council for an impending Development Application rezoning application/planning proposal to be lodged in the coming 12 month period from the date of the sponsorship offer;
- To political parties or organisations/individuals with an identifiable political purpose/agenda (e.g. trade unions, political candidates).

3. Exclusions

Sponsorship funding should be used for the purposes which it was intended and does not cover the:

- Purchase, sale or supply of liquor
- Donations to charities
- Staff salaries
- Capital investment
- Rental payments
- Other operational costs or overheads, or
- Retrospective funding
- Individuals and private endeavours (for example: an individual artist seeking funding for their personal creative project or an athlete pursuing their sporting goals).
- Projects, activities or events that do not meet the program assessment guidelines
- Organisations raising funds on behalf of others.
- Recurring functions of a primarily social nature organised by not-for-profit groups.

Application Process

Outgoing Sponsorship Program funding will be available through an annual funding round for up to maximum amount of \$20,000.

Outgoing sponsorship by Council may be provided in kind through fee relief, contribution in kind such as marketing and promotional support or as a financial contribution as part of the application process.

Criteria for outgoing sponsorship will be established annually and aligned with the objectives of the sponsorship program and will be approved through a Council resolution. This criteria will be published annually, through an EOI process. Council may also select to undertake a direct EOI process, or assess an application that is submitted outside of the call of interest period.

1. Future outgoing sponsorship Priorities

Priorities for outgoing sponsorship are contained in the guidelines published annually.

2. Review and evaluation

The effectiveness of outgoing sponsorship, including guidelines and criteria, will be reviewed annually within the first year of application to monitor effectiveness and every two years after that.

3. Assessment of outgoing sponsorship applications

Assessment of applications will be by a selection committee comprised of relevant

Council staff. Each application will be assessed against how well the proposed project meets the selection criteria, as well as the merit of the application in relation to other applications, and its eligibility for funding from other sources. Meeting all requirements does not give any guarantee of the outcome of any application including in direct approaches.

To ensure appropriate probity in respect to sponsorship approvals, applicants are not to lobby Councillors or Council staff in respect to their applications.

Following assessment against the selection criteria and determination of merit, a report will be presented to Council showcasing the applications and proposing a list of successful applicants for Council approval.

4. Probity safeguards

An applicant applying for sponsorship must operate within the Woollahra Council Local Government Area (LGA) or be able to demonstrate that the project will benefit residents of the Woollahra LGA.

The applicant must:

- Have appropriate insurance and workplace health and safety policies in accordance with the sponsorship agreement.
- Be financially viable and is able to meet safety and risk management requirements
- Use funds for the purpose for which the sponsorship was awarded, unless written permission for variation has been obtained from Council prior to the activities being undertaken.
- Obtain all appropriate permits, approvals, and insurance relating to funded activities
- Be aware of commitments under Council's Child Safe Policy and demonstrate capacity to implement as appropriate.
- Acknowledge the assistance of Woollahra Council in all promotions for sponsored activities. The Council logo must appear on all promotional material, for example, advertising, flyers, and event programs. Note: artwork featuring the Council logo must be approved by Council's Communications and Engagement team.
- Invite Councillors or their representatives to any events or functions celebrating the launch or implementation of the sponsorship outcomes.

5. Reporting requirements

Successful applicants will be required to:

Enter into a sponsorship agreement with Council detailing benefits in return for the sponsorship investment. This agreement should outline benefits to your organisation by having Council as a sponsor and how Council will benefit and be acknowledged. Acknowledgements could take the form of marketing, branding, signage, speaking opportunities for the Mayor or representative, and on site presence at the event, eg, information/display stand or engagement opportunity for Council staff.

At the completion of the delivery of the program or event recipient of the sponsorship will be required to provide an accountability report outlining how the goals of the sponsorship will

agreement was met and financial accountability for the sponsorship contributions including receipts for expenditure of Council provided funds.

6. Future sponsorship from Council will be based on:

- Evaluation of previous years' program effectiveness (if relevant).
- The applicant has provided an accountability report demonstrating how funding was used in accordance with sponsorship agreement.
- Whether or not the project still meets Council's objectives and sponsorship priorities.

Should an application be received for a program or event which the applicant have received previous grant funding, the post grant funding acquittal report will form part of the assessment criteria.

Item No: R4 Recommendation to Council
Subject: **DRAFT EVENTS POLICY AND DRAFT EVENTS STRATEGY FOR PUBLIC EXHIBITION**

Author: Linda Caporusso, Event Coordinator
Approvers: Justine Henderson, Manager Communications & Engagement
Patricia Occelli, Director Community & Customer Experience

File No: 24/131386
Purpose of the Report: To provide members of the FC&S Committee with the amended Events Policy and the draft Events Strategy for feedback and endorsement.
Alignment to Delivery Program: Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

Recommendation:

THAT Council:

- A. Endorse the draft Events Policy presented as **Attachment 1** for the purpose of public exhibition for a period of 28 days.
- B. Endorse the draft Events Strategy presented as **Attachment 2** for the purpose of public exhibition for a period of 28 days.

Executive Summary:

On 27 March 2023 Council meeting resolved:

THAT Council:

- A. *Receive and note the Events Service Review Report as listed in Attachment 1.*
- B. *Consider through the 2023/24 budget discussions incorporation of events management expertise within Council with the employment of a full time Events Coordinator.*
- C. *Agree to the development of a 4 year Events Strategy as part of the 2023-2024 Operational Plan.*
- D. *Note the remaining operational recommendations of the Events Service Review and that these will be implemented from 1 July, 2023.*
- E. *Resolve to dissolve the Cultural Day Steering Committee and the Citizenship Awards Committee.*
- F. *Resolves to cancel the following events, effective immediately:*
 - *Poets Picnic*
 - *Library Maker Expo (annual event)*
 - *Library Parents and Carers (annual event)*
 - *Community Leaders Reception (annual event)*
 - *Community Connections Expo (annual event)*
 - *Garden Awards.*

In line with this resolution Council staff have reviewed the existing Events Policy and developed an Event Strategy which incorporates the recommendations of the Event Service Review. In the development of the policy and strategy benchmarking desktop reviews of similar policies and strategies was undertaken and formal and informal feedback was analysed from Council event participants over the last two years.

The draft Events Policy **attachment 1** and Events Strategy **attachment 2** are recommended for endorsement and public exhibition for 28 days.

Background:

Council's events and the way in which we facilitate external events provide a unique and valuable opportunity for Council to promote community wellbeing and engagement, leadership on important issues, lifelong learning and experiences that are enjoyable, informative, welcoming and memorable. The events we fund and support extend our reputation as a local government organisation that is invested in the development and enjoyment of the community.

Our revised draft Events Policy **attachment 1** and draft Events Strategy **attachment 2** aim to focus our attention on hosting events that continue to meet the diverse needs of our community and guide future improvements to ensure the best possible experience for all.

Following the endorsement of the Event Service Review recommendations by Council in 2023, staff have worked on the implementation of the recommendations which were as follows:

1. Need for increased professionalism.
2. Events Policy to be reviewed to reflect best practice.
3. Internal staff need to ensure events are well managed with high competency in risk management and project management fundamentals. Upskilling and simplified processes would help to improve event delivery and management.
4. Centralise, via the website, some event procedures which will lead to efficiencies, information sharing, collaboration and idea cross pollination.
5. Understand and optimise event expenditure (and revenue). Measurement and reporting improvements are needed to enable best practice.
6. Opportunities exist for complementary activities such as event sponsorship to improve cost recovery and increase event revenue.
7. All major Council managed and or funded events should be assessed and approved using an events assessment criteria.
8. Externally run events need greater guidance from Council.
9. Inter-council collaboration can be improved through a strategic approach.

A summary of progress to date include:

1. An Event Coordinator has been appointed to assist with review of policy, development of an Events Strategy and to support staff delivering events
2. Events assessment criteria are included in the draft Events Policy to assist Council with assessing events, consistent with grant, donations and sponsorship criteria, to promote alignment with organisational goals and social, economic and cultural benefits.
3. Events Policy reviewed and presented as per this report.
4. Event Management Plan (EMP) reviewed in consultation with Council's Risk Coordinator, and in process of being finalised.
5. Tools and a training program for internal event staff to increase event expertise including use of shared event resources, equipment, local suppliers and accessibility and inclusion checklist in draft and being trialled.
6. Commenced investigation of a system to capture event expenditure and the standardisation of event evaluation and feedback and reporting to ensure customer experience improvements
7. Identify grant funding or sponsorship opportunities for Council events, and maximise and leverage Council's partnership through its grants programs in progress.
8. Developed a website page to assist external organisations with local event management and promotion, and the Event Coordinator can facilitate assistance and application processes.

The Event Strategy has been developed and the Events Policy has been updated to respond to the Service Review recommendations.

Changes to Events Policy:

The revised Draft Events Policy **attachment 1** provides an overarching document to guide decisions, procedures and event management so that Council delivers on quality and excellence in event management and collaboration.

A summary of the key Policy changes include:

- The inclusion of events assessment criteria to be used by Council when considering new event ideas for support and approval. The criteria will facilitate a consistent approach to ensure Council achieves a diverse event portfolio that meets the needs of the community and delivers social and/or economic benefits that align with Council's objectives and goals, as well as good governance.
- A supporting Events Framework which details actions that Council will undertake to support, deliver and improve events both internally and in engagement with external partners.
- A new document has been created to supersede the policy last updated in 2019.

Development of Events Strategy.

The purpose of the Draft Events Strategy **attachment 2** is to outline focus areas for delivering events that meet the needs of the community and provide a better customer experience for members of the public wishing to host events in our parks, venues and public places.

The Events Strategy pillars (focus areas) are:

- Enhance community lifestyle and culture
- Increase local social and economic benefits
- Foster partnerships and collaboration.
- Drive excellence and continuous improvement.

Each pillar has a series of recommended strategic actions.

Options:

Council may resolve in line with the recommendation as included in this report or may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

The Recommendations from the Event Service Review helped inform the policy review and draft Events Policy and Events Strategy.

The following Internal staff were consulted in the development of the Draft Events Policy and Strategy:

- General Manager
- Director Corporate Performance
- Manager Governance & Risk
- Risk Management Coordinator
- Policy Officer
- Health, Safety & Injury Management Coordinator
- Coordinator Strategy & Performance
- Manager Information & Digital Transformation
- Manager People, Safety & Performance
- Director Community & Customer Experience

- Manager Community & Culture
- Coordinator Community & Cultural
- Development Officer Community & Culture (x3)
- Venue Coordinator
- Public Art Coordinator
- Director Woollahra Gallery at Redleaf
- Director Pre-school
- Manager Communications & Engagement
- Senior Communication Officer
- Social Media Officer
- Senior Communications Officer (x 2)
- Community Engagement Coordinator
- Website Project Manager
- Digital Communication Officer
- Senior Graphic Designer (x2)
- Manager Libraries
- Library Promotion & Community Officer
- Events & Programs Team Leader
- Community Engagement Officer – Adult Programs
- Community Engagement Officer - Children's Programs
- Library Experience Coordinator
- Director Planning & Place
- Manager Strategic Planning & Place
- Coordinator Economic Development
- Director Infrastructure & Sustainability
- Environmental Education Officer
- Team Leader Open Space & Rec Planning
- Waste Projects Coordinator
- Coordinator Strategy & Performance

External Consultation

- Inclusion Advisory Committee (3/7/24)
- Arts and Culture Advisory Committee (15/7/24)
- Statewide Mutual Representative (insurance)

Financial Implications:

All actions included in the draft Events Strategy do not require additional funding and represent process improvements to be led by the Event Coordinator and relevant staff across Council.

If the draft Events Policy and draft Events Strategy are endorsed by Council, these documents will guide funding, support, delivery and management of our events.

Resourcing Implications:



Actions included in the draft Strategy will be resourced from the existing operational budget. Council's Event Coordinator will be primarily working with event-related staff and managing delivery of the actions.

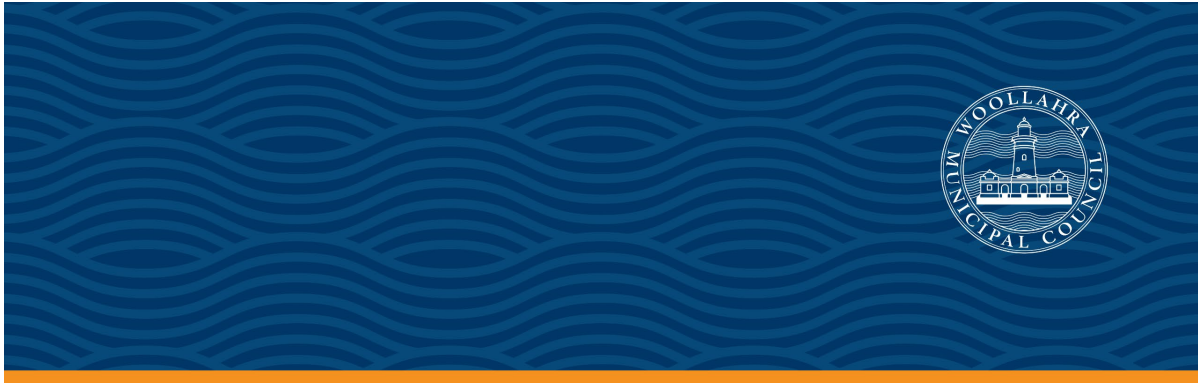
Conclusion:

Council's events and the way in which we facilitate external events provide a unique and valuable opportunity for Council to promote community wellbeing and engagement, leadership on important issues, lifelong learning and experiences that are enjoyable, informative, welcoming and memorable. Our revised draft Events Policy and draft Events Strategy aim to focus our attention on hosting events that continue to meet the diverse needs of our community and guide future improvements to ensure the best possible experience for all.

Once the draft Events Policy and draft Events Strategy are endorsed they will be placed on public exhibition for 28 days via Council's Your Say online engagement platform, feedback received will be reported back to Council in a future report with any recommended changes.

Attachments

1. Draft Events Policy 2024 [↓](#) 
2. Draft Events Strategy 2024-2028 [↓](#) 



DRAFT

Events Policy

Adoption Date:	[date] by Council Resolution
Last Reviewed:	30 July 2024
Next Review Date:	30 July 2026
Division/Department:	Community and Customer Experience/ Communications and Engagement
Responsible Officer:	Events Co-ordinator
HPE CM Record Number:	24/81271

1 Policy Statement

Woollahra Municipal Council's (Council) events, and the events we support, promote

2 Application

Purpose

The purpose of the policy is to outline the principles of event delivery and support at Council.

3 Definitions

Term	Meaning
Event	Any organised group activity or program open to members of the community for purposeful gathering to achieve social, cultural, recreational and economic objectives.
Event Manager	The person responsible for managing the event and the event team. This includes the planning, implementation and review of the event.
Event Team	Staff assisting with the organisation and implementation of an event. They report to the Event Manager.
In-kind Support	A contribution of a good or service other than money.
Grant	A grant is a financial payment or other in-kind support provided to an applicant for a beneficial and specified project or purpose as outlined in the funding agreement between Council and the recipient.
Sponsorship	Sponsorship is a commercial and formal arrangement in which a sponsor provides a contribution in money or in-kind to support an activity in return for certain specified benefits.
Donation	A donation (including unconditional gift, bequest or endowment) is a provision of cash or items of value with no return benefits expected.
Partnership	Event partnerships involve the collaboration of two or more parties for a specific event.
Duty of Care	The legal responsibility of a person or organisation to avoid behaviours or omissions that could reasonably be foreseen to cause harm to others.

4 Community Strategic Plan, delivery program and operational plan

This Policy relates to Themes, Goals and Strategies outlined in Council's Community Strategic Plan and priorities outlined in Council's Delivery Program and operational plan, specifically:

Theme:	Social
Goal:	Customer Experience & Engagement
Strategy:	1.1 Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.
Priority:	1.1.1 Provide opportunities to connect people and ideas to encourage lifelong learning and quality of life.

5 Relevant Legislation

Food Act 2003
Food Regulation 2015
Public Health Act 2010
Road Transport Act 2013
Protection of the Environment Operations Act 1997
Waste Minimisation and Management 1995
Summary Offences Act 1988
Liquor Act 2007
Liquor Reform Act 1998
Work Health & Safety Act 2011
Work Health & Safety Regulations 2017
Civil Liability Act 2002
Waste Avoidance and Resource Recovery Act 2001
Local Government Act 1993
Children and Young People (Safety) Act 2017
Disability Discrimination Act 1995
Plastic Reduction and Circular Economy Act 2021

6 Policy Content

6.1 Roles and Responsibilities

Council has the following roles and responsibilities in supporting events:

- To own, manage and deliver Council events.
- To support and enable events through providing:
 - Grants, in-kind support, and outgoing sponsorship (refer to the Grants Policy and Donations and Sponsorship Policy).
 - Access to Council-owned and managed buildings and sites at cost or approved application e.g. venues and public spaces, services (electricity, water, waste services, etc.), equipment for hire, specialist expertise or guidance (Events Coordinator), Council personnel for assistance with Council planning approvals and permits.
 - Events promotion for funded and supported events and branding through the Council's communication channels e.g. events calendar, digital channels, and e-newsletters.
 - Tools such as the Events and Risk Management Plan for Council Event Managers and Events Teams.
 - Provide relevant event training and support to Council staff who are managing and delivering events.

6.2 Assessment and Approval of Events

The events assessment criteria (listed below) will be applied to any new event ideas or proposals to be considered for funding, support or delivery by Council. The criteria does not apply to events already funded or adopted by Council, grant applications, or events identified in Council's operational plan.

Council's events are considered during the development and adoption of Council's annual operational plan and budget and this assessment criteria should be applied by staff when determining the new events and events programs to be included. If any new events are suggested and are significant (costing over \$10,000), they should be subject to a report to Council which includes information on how the following assessment criteria will be addressed.

Compulsory criteria

- Align with Council's Community Strategic Plan, Goals and Pillars, vision, and mission.
- Demonstrate a commitment to diversity, inclusion, accessibility, sustainability and safety (including child safety)
- Comply with Government legislation and Council approvals, controls, codes and guidelines. e.g. safety, alcohol and food standards, insurance
- Enhance the reputation of the Woollahra LGA and/or Council.

Meet 50%+ of the below criteria

- Display events management and planning competency (including Communications Plan, Risk Plan, and Event Plan etc.)
- Deliver local economic benefits
- Partnerships or sponsorships already secured
- Use or support local suppliers and develop local business opportunities
- Funding source/s and budget identified
- Plan for a reoccurring event and/or a history of success
- Free or low cost for attendees
- The event supports or identifies a target group
- Deliver local social benefits and community engagement opportunities
- Offers volunteer opportunities
- Demonstrates sustainability and positive impact on the environment
- Activate Council public spaces.

Other relevant considerations may be considered, such as, but not limited to:

- The event includes formal evaluation and feedback processes
- Whether it is a competing or duplicate event
- Event planning addresses: waste management and event clean up, traffic management, parking availability including accessible parking, road closures, noise reduction, antisocial behaviour/management of environmental impact, public amenity and protection measures.

The above criteria aligns with the approval and assessment guidelines in related policies such as the Grants, Donations and Sponsorship, and the internal Council events approval processes and procedures.

Events ideas are classified to determine who will approve them (see Appendix 1 Event Approval Process) and the level of management and compliance conditions to be applied.

- Any event managed and funded by Council can be approved by Council, General Manager (GM) and/or Manager/Directors, in line with the criteria detailed in this clause.

- An event managed by an external organisation and fully or partially funded by Council will be approved by Council resolution in line with the Grants Policy, and Donations and Sponsorship Policy, or a delegate to the GM.
- Third party individuals or organisations requiring an event approval, permit or similar from Council will be assessed and determined by relevant Council staff/Council resolution.

6.3 Event Management, Planning, Implementation and Review

This Policy will be supported by an Events Strategy and operational events procedures and plans, which includes opportunities for continuous improvement and ongoing education and training for event staff and teams across Council.

The Event Manager will ensure Council events are well-planned, implemented and reviewed.

Events are delivered by a wide range of staff across Council departments. To assist with the safety and professionalism over events covered by this policy. Council staff will use the Event and Risk Management Plan Templates (ERPM) and follow Council's Work Health and Safety (WHS) and Enterprise Risk Management Policy Policies.

6.4 Policy Exclusions, Limitations and Restrictions

The Policy does not apply to general events and activities in the Woollahra LGA organised by private or not-for-profit organisations, where there is no formal agreement /relationship, funding or in-kind support or endorsement for the event by Council.

The Policy excludes the following events:

- Unpublicised, informal, social or family gatherings or private events held in/on Council's parks and venues.
- Community events where there is no formal relationship to Council.
- Busking.
- Charity activities for raising brand awareness or collecting names for fundraising at designated locations.
- Commercial fitness training.
- Filming and photography.
- Public rallies and demonstrations.
- Seasonal use of sports fields by schools and registered sporting clubs.

Council will not deliver or support events (including through grants, sponsorship or partnerships) that:

- Promote tobacco or gambling.
- Have alcohol promotion as the main purpose.
- Are racist, sexist or discriminatory in nature.
- Involve endangered animals, or cruelty to animals.
- Threaten the environment (particularly in ecologically sensitive areas e.g. protected vegetation zones, bush regeneration sites and the marine environment).
- Cause undue strain on public spaces and significantly reduce amenity.

Events Policy

- Have the potential for an adverse impact on Council's reputation and brand.
- Involve overtly commercial branding on any beach or are commercial activities on any beach, involving the service of alcohol.
- Are not consistent with the objectives outlined in Council's Community Strategic Plan, or other plans, strategies and policies of Council; values of Council and those of the other party.
- Pose an unacceptable risk to the community or Council workers.

7 Documentation/References

	HPECM Reference & Links
Grants Guidelines	23/114613 https://www.woollahra.nsw.gov.au/Community/services/Grants
Council's website events page	https://www.woollahra.nsw.gov.au/Events/Plan-and-promote-an-event

Related Policies and Procedures

	HPECM Reference
Events Strategy	TBA
Single Use Plastics Policy	21/108053
Grants Policy	23/114614
Donations and Sponsorship Policy	22/119024
Children, Youth and Families Strategy	24/90133
Work Health and Safety Policy	22/128815
Enterprise Risk Management Policy	22/252525
Enterprise Risk Management Framework	22/252518
Events Service Review Report	23/102443
Event Management Plan	22/205240
Woollahra Libraries Strategic Plan	22/166810
Community Strategic Plan	22/149494
Customer Experience Strategy	24/25686
Arts and Culture Strategy	(TBC)

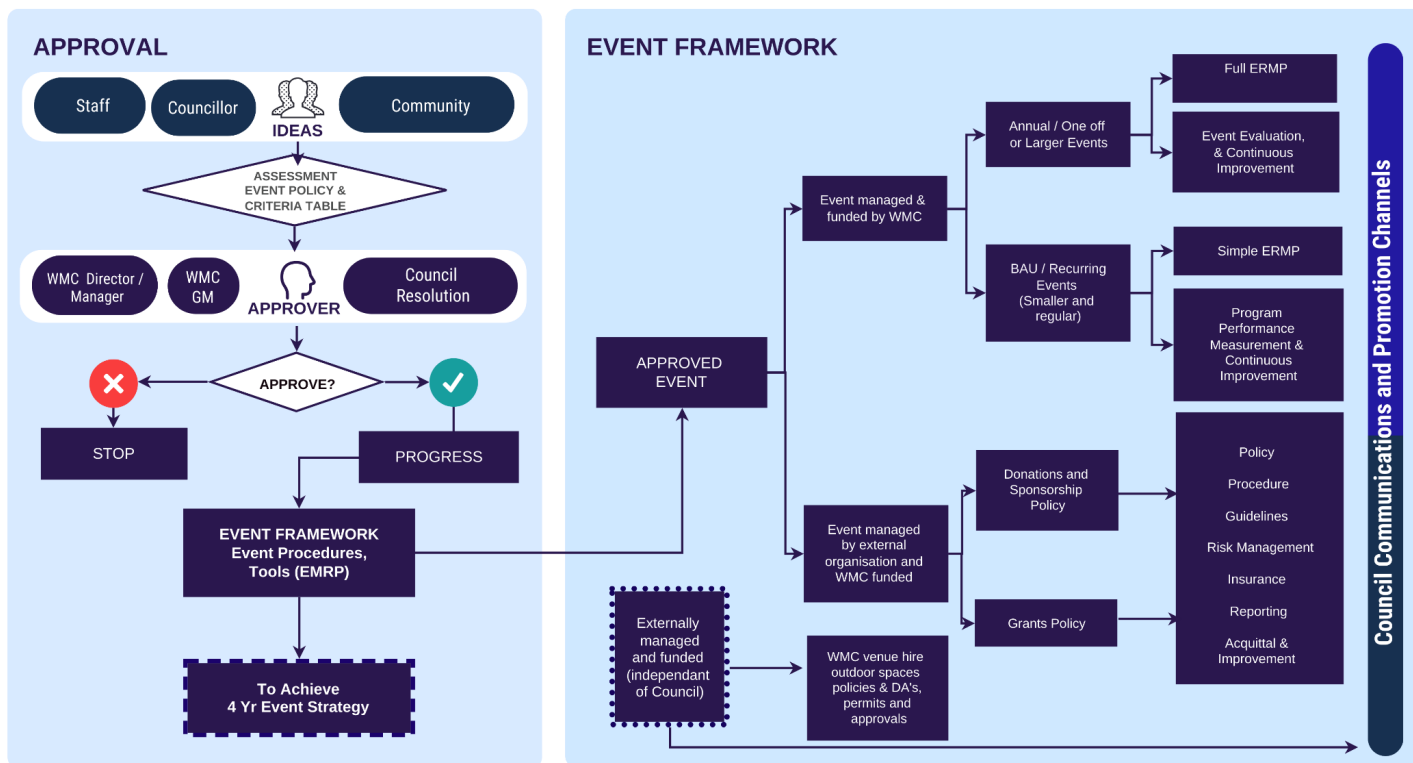
This Policy will be reviewed every two years or in accordance with legislative requirements. This Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this Policy.

Any amendment to this Policy will require a Council Resolution.

Policy Amendments

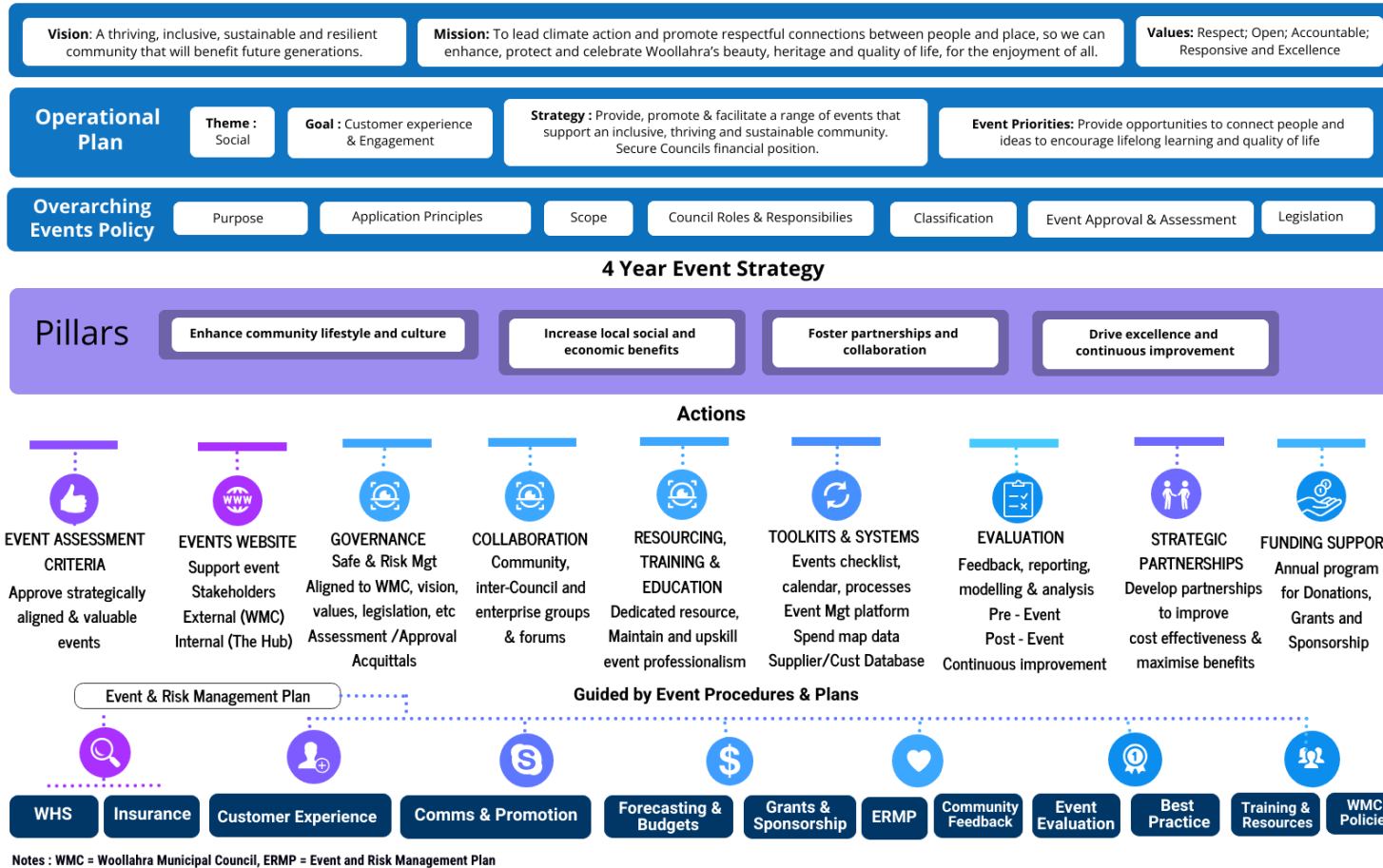
Date	Responsible Officer	Description
August 2018	Marketing Officer	Update of goals as per new Delivery Program and operational plan (DPOP)
August 2024 (Target)	Event Coordinator	Update as per recommendation in the Events Service Review, (adopted by Council on 27 March 2023).

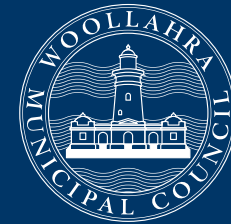
Appendix 1 Event Approval Process



Notes : WMC = Woollahra Municipal Council, ERMP = Event and Risk Management Plan

Appendix 2 Woollahra Municipal Council Events Framework



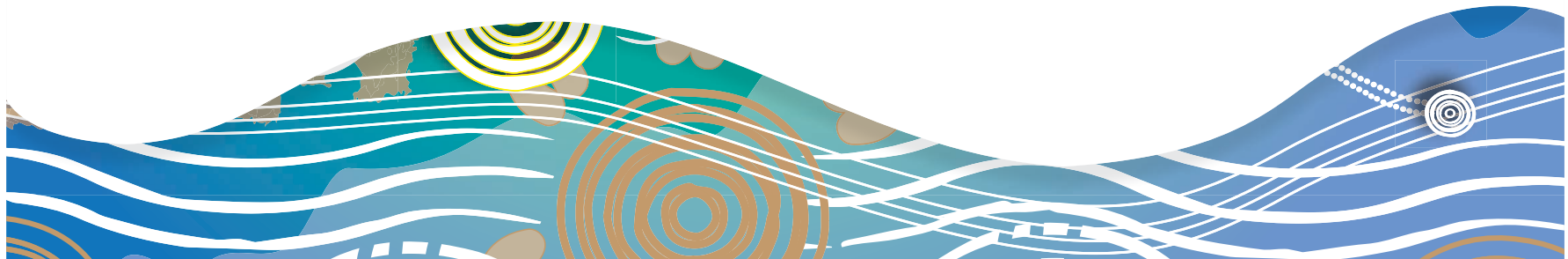


Version 2
July 2024

Acknowledgement of Country

Woollahra Council acknowledges the
Gadigal and Birrabirragal people who are the
Traditional Custodians of this land and we pay our
respects to Elders past, present and emerging.

Artwork by Jordan Ardler (detail)



Contents

Message from the Mayor and GM	4
Executive summary	6
Our events profile	8
Woollahra at a glance	11
Strategy and actions on a page	14
Pillar 1 – Enhance community lifestyle and culture	15
Pillar 2 – Increase local social and economic benefits	16
Pillar 3 – Foster partnerships and collaboration	17
Pillar 4 – Drive excellence and continuous improvement	18
Consultation, evaluation and continuous improvement	19



Cover Image: *French Soiree* cultural event at Kiaora Lane, Double Bay.
Woollahra Preschool celebrating NAIDOC Week.

Message from the Mayor and General Manager



Woollahra Council hosts and supports a wide range of events that meet the diverse needs of our community and visitors to our beautiful area.

We recognise the social and economic value of events and the opportunity events provide to bring people together. Events provide us with a unique chance to foster community connection and demonstrate our Vision, Mission and values, and showcase our wonderful venues and open spaces.

This Events Strategy will help inform the decisions we make on new events and guide the actions we take to improve our events and ensure they are enjoyable, memorable and contribute to community wellbeing.

Councillor Richard Shields
Mayor of Woollahra



Our event purposes vary from providing opportunities to raise awareness, educate, celebrate and demonstrate our commitment to diversity, inclusion and sustainability.

Events help shape a sense of place and generate local pride and community engagement. They also provide our community with opportunities to share interests, ideas and creativity and stimulate the local economy.

This Events Strategy identifies four pillars, that will help us continue to develop and support a program of events that we are proud to manage and support. The pillars are:

1. Enhance community lifestyle and culture
2. Increase local social and economic benefits
3. Foster partnerships and collaboration
4. Drive excellence and continuous improvement.

There are many benefits to be gained from our commitment to evolving and improving our event offerings.

I am looking forward to seeing our event program and partnerships develop so we can offer the best possible experiences and outcomes for our community,

Craig Swift-McNair
General Manager

Woollahra Council's Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

Our Mission

To lead climate action and promote respectful connections between people and place, so we can enhance, protect and celebrate Woollahra's beauty, heritage and quality of life, for the enjoyment of all.

Our Values

Respect

Open

Accountable

Responsive

Excellence

Executive summary

Overview

An event is an organised group activity open to members of the community for purposeful gathering of people to achieve social, cultural, recreational and economic objectives.

Woollahra Council hosts hundreds of diverse events and programs every year, attended by thousands of residents and visitors. We aim to provide, welcoming, engaging, memorable and positive experiences for event participants and organisers.

We also support a wide range of events through the annual grants programs, donations and sponsorships, and in-kind support. We recognise that events provide us with incredible opportunities to connect with our community, celebrate important days and social issues, build awareness, educate, share skills and experience, collaborate with local organisations, demonstrate our Vision, Mission and values, stimulate the local economy and positively impact on our reputation and brand.

We are committed to supporting inclusive and accessible events which meet child safety and diversity standards.

There are also many third-party events that are delivered within our local government area that are not directly funded or supported by us, that require our approval or assistance. This Strategy addresses the kind of customer experience we offer these individuals or organisations which is important to our brand and reputation.

We are keen to ensure events make a positive contribution to our community.

Council's event staff are dedicated to offering professional events that are well received and address the dynamic needs or issues within the broader community. Continuous improvement is driven by formal and informal event feedback from the community and event attendees.

Our Event Strategy identifies pillars as focus areas and each pillar includes actions that will help guide our decisions on event delivery and support.

Our strategic pillars are:

1. Enhance community lifestyle and culture
2. Increase local social and economic benefits
3. Foster partnerships and collaboration
4. Drive excellence and continuous improvement.

Each pillar has associated actions for the next 4 years which will promote community wellbeing, improve brand recognition, enhance professionalism and good governance, and maximise partnership and collaboration opportunities, to achieve social and economic benefits and positive customer experiences.

In the development of this Strategy we have been informed by recommendations of Council's Events Service Review 2023 (ESR). The Review included consultation with Council staff, Councillors, and relevant stakeholders. This Strategy has also been informed by consultation with staff and members of the Arts and Culture Advisory Committee and the Inclusion Advisory Committee, prior to consideration by Council.

Executive Summary

Events offer a range of benefits, including:

- Create community connection, inclusion and participation
- Enhance social, mental, emotional and physical wellbeing
- Mobilise people to take action
- Increase creativity and innovation
- Positively impact on quality of life, liveability and sense of community pride and place
- Encourage collaboration, partnership, networking and volunteering.
- Drive awareness and action on climate change, environmental issues and sustainability,
- Generate cultural awareness and respect for our Indigenous heritage, history, language and truth telling
- Boost our brand and help deliver opportunities for Council to demonstrate leadership
- Deliver economic benefit, generate employment and promote visitation
- Provide opportunities for fun, entertainment, education and skills development
- Help us showcase our amazing location, wonderful assets and commitment to customer experience.

Gamay Dancers, Murray Rose Pool, Double Bay



Our events profile

Woollahra Council hosts hundreds of one-off and reoccurring events each year, attended by thousands of residents and visitors. Our diverse portfolio of events includes exhibitions, workshops, talks, celebrations and experiences.

Event types:

1. Public events organised and funded by Woollahra Council (see table).



Citizenship Ceremony 2024, Woollahra Council

Event Category	Examples	Number of Events/Programs	Approx Attendance
Civic	Citizenship Ceremonies, International Women's Day, Anzac Day, Annual Community Reception.	17	1,820
Community Development	Seniors Week, Youth Week, Reconciliation Day, NAIDOC Week, Philosophy Club, Mental Health First Aid.	31	1,113
Woollahra Gallery	Small Sculpture Prize, Youth Photographic Award & Short Film Prize, Program of art exhibitions, Art workshops.	38	5,604
Library	Author Talks, Book Week, Digital Literary Award, Library programs for children, youth, adults and older people.	915	20,094
Preschool	Intergenerational program, Early learning sessions, Mother's Day, Father's Day and Grandparent's Day, fundraisers	26	2,224
Recycling and sustainability	Recycle it Saturday, International Composting Awareness Week, Environmental and educational programs, National Tree Day, Clean up Australia Day, Whale Walks, National Plant a Tree Day, Habitat Workshops.	74	1,999
		1,101	32,854

"Hi there! I can only say it was an amazing event last night.

I was so happy to become an Australian citizen!

Thank you everyone, and thank you Australia!"

Citizenship Ceremony attendee

Our events profile

2. Public events organised by individuals or external organisations that are funded or formally supported by Council (including through grants, donations and sponsorships).

For example: Hot Jazz Picnic, German Cultural Day, Watsons Bay Markets, Dementia Alliance Intergenerational Connections through Art, Workshops and Morning Tea, Chanukah @ The Bay, Rockpool residency, Head On, Yoga Walks, South Head Anglican Parish Community Lunches, McKell Park Painting Group, Paddo Collective – Week of Live Music, Paddington Chamber of Commerce Collective, Double Bay Christmas Fair and Holdsworth Programs (Wellness Hub, Playgroup, Connect Program for older people, Men’s Chat Group).

“Through our placemaking grants we have seen some creative and innovative activation ideas come to life that have helped boost support for local businesses and our unique urban villages,”

James Granter, Coordinator Economic Development, Woollahra Council



Intergenerational activity, Cultural Hub

Our events profile

3. Third party events managed by individuals or external organisations using our venues or places for hire, requiring Council approval, permits or similar.

For example: Organic markets at Double Bay (Thursdays), private birthday parties, City to Surf, Commercial pop-ups in parks and business and organisational meetings (AGM's, workshops, etc.) and corporate and public events in Library spaces for hire eg. Shalom literary events..

Events are promoted through Council's communication channels including: social media, enews, print newsletter, media interviews, editorial, advertising, flyers, posters, digital displays and website.

“Thanks for all your assistance in helping me to book Cooper Park Hall. It was a fantastic space for my daughter's birthday party last week. Everyone commented on how great the renovation looks too.”

Julia (Cooper Park Community Hall)

Thursday Markets, Guilfoyle Park, Double Bay



Woollahra at a glance

Woollahra LGA is surrounded by beautiful beaches, Sydney harbour and natural parklands, making it the perfect location for events.



Population (2021)
53,496



Median age
male **39 years**
female **40 years**



People per household **2.23**



Families **13,761**
Number of kids per family **1.8**

Couples with children **40%**



Couples without children **46.6%**



Single parent households **7.1%**

Age	Number
0-4	2,437
5-18	7,241
19-35	12,272
36-60	17,423
61-69	5,569
70-84	6,830
85+	1,723
Total	53,496

LGA Indigenous or Torres Strait Islander Population **0.3%**



Need for assistance due to a disability (2021)
1,552



Businesses active and registered for GST
10,780



Jobs in the LGA
22,856



Households earning more than \$3,000 per week
50.1%

Source: Census 2021, Australian Bureau of Statistics
dbr.abs.gov.au



“We partner with the City of Sydney and Waverley Councils to host regular Recycle it Saturday events that encourage our community to help us reduce the amount of waste going to landfill and the verbal feedback we receive has been very positive.”

**Pamela Mina, Waste Projects Coordinator,
Woollahra Council**

“One of the best IWD events I’ve attended. The panel speakers were so engaging and the audience Q & A, very interesting event, along with the visual presentation on women’s depiction in photography. Well done!”

**Anne, Woollahra local and International
Women’s Day 2024 attendee**

**18.8% of our population
does voluntary work.**

Woollahra Council has over 200 active volunteers, collectively they provide 7,100 hours of service to our community. Our youngest is 14 and our eldest is in their 80s. Some have been with us just a short while, others have provided more than 20 years of service.

We are so grateful for the time, skills and energy our volunteers give our organisation and our community.

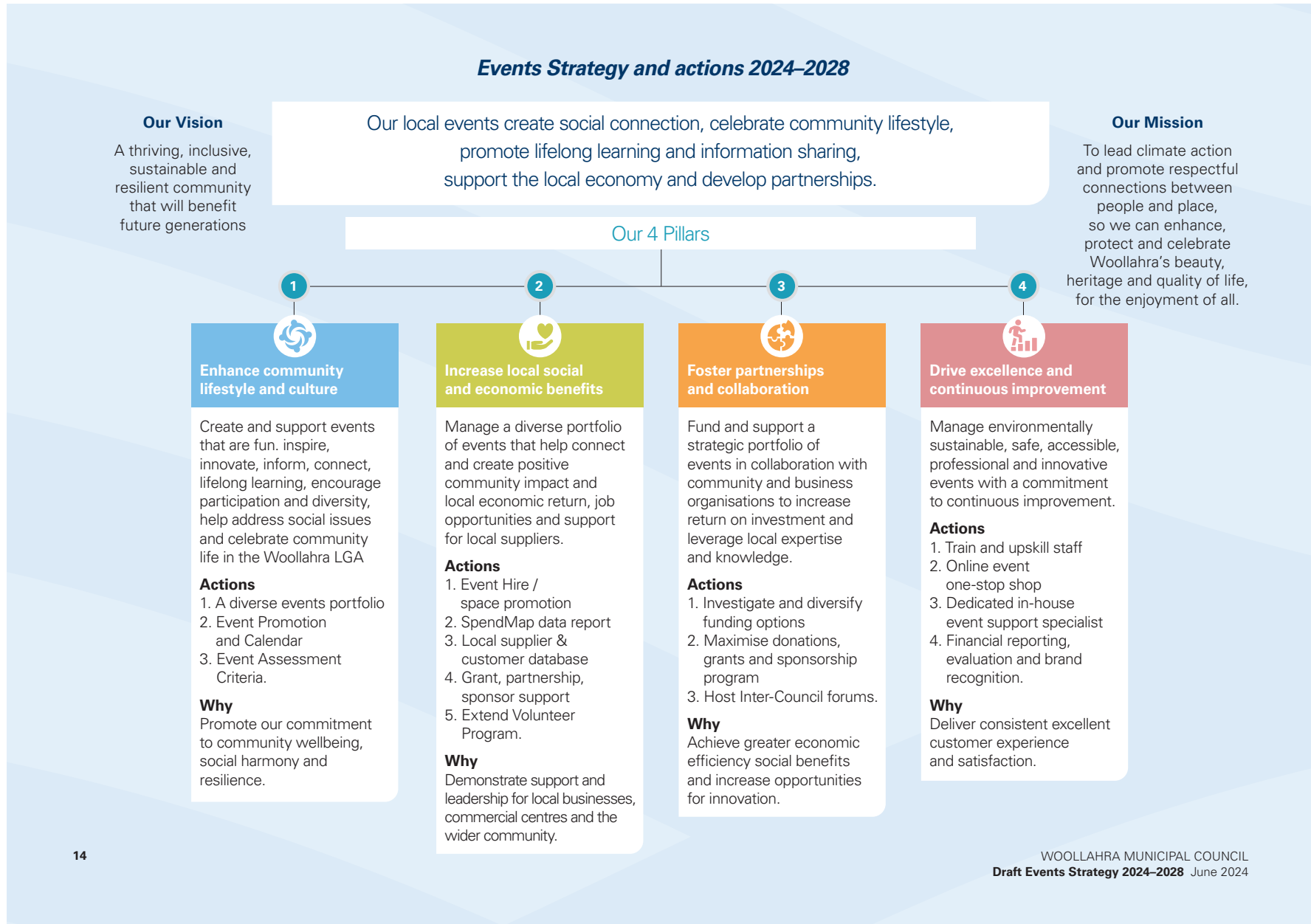
Source: Woollahra Council Data 2024

“Was wonderful to plant with everyone!
Thanks for digging in.”

Social media comment for National Tree Day 2023



National Tree Day 2023, a popular event for local families





Pillar 1

Enhance community lifestyle and culture



Heart in Art opening, Woollahra Gallery at Redleaf

We will choose to support and deliver engaging and relevant events and programs that promote community wellbeing and connection, celebrate our diversity and recognise First Nations people and history.

By delivering a diverse range of community events that promote our commitment to inclusion, resilience, accessibility, sustainability and a sense of place, we will receive public recognition for our support and generate the opportunity to build greater awareness of our priorities, services and projects.

	Actions*	Timeframe	Division
1.1	Continue to deliver and promote a range of events that are well received and reflect the dynamic interests, innovative ideas, social issues and needs of the community and Council's Vision, Mission and Operational Plan priorities.	Ongoing	All
1.2	We will provide a well maintained online annual What's On events calendar and resources.	Progressed	Communications and Engagement
1.3	We will develop and maintain event assessment criteria within our Events Policy that helps us to decide what events we support and deliver. Having a clear and transparent decision making process will improve our customer experience and brand.	Ongoing	Communications and Engagement in consultation with events staff

*The actions outlined in each pillar respond to the Events Service Review recommendations.



Increase local social and economic benefits



Family fun, Lyne Park Rose Bay

Council will demonstrate civic leadership by supporting and delivering events that produce benefits for the community, local businesses and commercial centres, and encourage greater visitation and local spend.

Council is in a unique leadership position to create and manage an events portfolio that showcases local interests and needs, addresses important social and economic issues and gaps and increases community awareness and action.

	Actions*	Timeframe	Division
2.1	We will promote Council venues and parks for hire on our website and through our communications channels to increase participation, use and visitation that will encourage local spend within our urban villages and commercial centres.	Ongoing	Communications and Engagement
2.2	We will use and share spend data to track local spend associated with major local events we manage or support where appropriate.	Ongoing	Communications and Engagement in consultation with Strategic Planning and Place
2.3	We will create a local supplier and customer database for staff to use for Council events which will promote our commitment to local investment and sustainability.	2025	Communications and Engagement, in consultation with Procurement IT
2.4	We will continue to promote donation, grant and sponsorship recipients and their local projects through Council's communication channels, as these events add to our diverse events portfolio and reach diverse audiences.	Ongoing	All staff managing grants
2.5	We will engage local volunteers to help deliver council events which will reduce event overheads and enrich the lives of volunteers so they feel more connected to their community. The volunteer program can also help people gain a sense of purpose, learn new skills and develop new friendships.	2025	Communications and Engagement in consultation with staff managing volunteers

*The actions outlined in each pillar respond to the Events Service Review recommendations.



Foster partnerships and collaboration



Engaging our community through events

We will maximise our relationships with local community and business organisations to leverage resources and local expertise resulting in a good ROI and benefits.

Through our commitment to positive collaborations and partnerships we will support new ideas, projects and networking opportunities and empower the community to deliver valuable events.

	Actions	Timeframe	Division
3.1	Through our annual Donation and Grants and Sponsorship Programs we will provide funding and support to external individuals and organisations that deliver a wide range of events that align with our Vision, Mission, values and Operational Plan priorities.	Ongoing	All divisions
3.2	We will identify external funding opportunities, donations and sponsorships for Council events to improve economic outcomes.	2025 Ongoing	Communications and Engagement
3.3	We will explore collaboration opportunities with neighbouring Councils, we will host Inter Council events staff meetings to share ideas, resources and training opportunities.	December 2024 Ongoing	Communications and Engagement
3.4	Continually streamline the application and acquittal processes for grants, donations and sponsorships to improve customer experience and accessibility for recipients.	2025 Ongoing	Communications and Engagement, Grant Managers



Pillar 4

Drive excellence and continuous improvement

IMAGE: KATH LUU



The Darlinghearts, performing at Woollahra Gallery at Redleaf.

We commit to delivering high quality and professional events through continuous improvement of people, processes, systems and innovation.

By continually improving events we will increase customer satisfaction and experience, and achieve greater efficiency.

	Actions*	Timeframe	Division
4.1	We will implement event training and upskilling for Council staff involved in planning and managing events so that we can improve our professional development.	2025	Communications and Engagement, in consultation with People, Safety and Performance
4.2	We will create and develop an events one-stop shop webpage for external event organisers and staff to improve customer experience and streamline doing business with us.	April 2025 Ongoing	Communications and Engagement
4.3	We will improve professionalism through a dedicated staff member to assist event stakeholders with enquiries, navigating application and approval processes.	October 2023, Event Coordinator appointed.	Communications and Engagement
4.4	To improve events expenditure tracking we will develop more accurate reporting and modelling. We will peer review and improve the event management and risk management plan used by Council staff.	2025/26	Communications and Engagement, Finance, Sustainability
4.5	Add a sustainability and accessibility toolkit.	2025/26	Sustainability
4.6	Grant recipients will receive a logo kit and guidelines for use as well as information on how to promote Council support. Compliance is checked during project delivery and assessed at the acquittal stage.	2024	All staff managing grants
4.7	We will investigate a consistent way of evaluating public feedback on Council events.	2026/27	Communications and Engagement

*The actions outlined in each pillar respond to the Events Service Review recommendations.

Consultation, evaluation and continuous improvement

Event Evaluation and Monitoring

Event feedback will be used to direct improvements for future events and further innovative ideas and collaborative partnerships that benefit Council and the community. Event evaluation methods vary for each event and are subject to resources, budget and relevance.

In the latest Customer Satisfaction Survey (conducted by Micromex, April 2024) feedback indicates a high level of satisfaction. The satisfaction rating for events and programs run or funded by Council is 86% (79% male, 91% female), increasing to 90% for people aged 50-64 and 91% for people aged over 65.

“I have been attending the program for the past few months and have found it stimulating and good for my general wellbeing and great fun.”

Mervyn, Darling Point resident at the Woollahra Preschool Intergenerational Program

Intergenerational storytime at Paddington Library



Consultation, evaluation and continuous improvement

Evaluation of Council events

A range of evaluation measures will be used to assess our events, depending on the scale, reach, budget and resources.

Events supported by grants, sponsorships and donations

These events will be subject to evaluation requirements outlined in the acquittal process.

Third party events

Third party events will not be assessed or evaluated formally by Council, but observations may inform future event collaborations with Council.

Events can be evaluated in many ways, including:

Event Assessment Criteria and KPIs	<p>Individual events will be monitored, comparing outcomes using the Events Assessment Criteria and fed back into the pipeline of new event development for continuous improvement.</p> <p>Event attendance.</p> <p>Event participation.</p> <p>More accessible and inclusive events.</p> <p>Media and promotional interest and coverage.</p> <p>Number of external event organisers using our free What's On Calendar.</p> <p>Number of Partnerships.</p> <p>Increase in use of Council Venues and spaces for hire.</p> <p>Compliance with NSW Plastic Bans.</p>
Operational Plan and Strategic Alignment	<p>Event pillar actions will be built into the operational plan, budgeted and resources planned for and KPI's tracked.</p> <p>Council's events and events Council supports align with our Operational Plan strategic objectives, Vision, Mission and values.</p>

Consultation, evaluation and continuous improvement

Events can be evaluated in many ways, including:

Tracking and Feedback

High levels of event satisfaction and feedback will be captured in systems such as Culture Counts and Events Surveys for evaluation of social impact benefits.

Post event survey feedback.

Economic benefit (Levels of spend data and anecdotal evidence).

Grant acquittals and reporting. Grant recipients acknowledge and promote Council's support.

Staff de-brief post event to discuss feedback and identify improvements for future repeat or similar events.

Stakeholder or sponsor engagement and feedback.

Customer Satisfaction Survey feedback.

Event case studies and learnings will be shared with Council's event staff to create a culture of collaboration, continual improvement and celebration of best practice.

The number of grants, donations and sponsorships approved.

Risk Evaluation

Insurance coverage is granted for all Council Event and risk management plans.

Low number of incidents and accidents reported at events.

Festa Italiana cultural event, Paddington



Woollahra
Municipal
Council



536 New South Head Road,
Double Bay NSW 2028

T: 02 9391 7000

E: records@woollahra.nsw.gov.au
woollahra.nsw.gov.au

Follow us



Download the Council App
woollahra.nsw.gov.au/app

Have your say
yoursay.woollahra.nsw.gov.au

Item No:	R5 Recommendation to Council
Subject:	DRAFT WOOLLAHRA ARTS AND CULTURE STRATEGY AND ACTION PLAN, 2024-2028
Author:	Vicki Munro, Manager Community & Culture
Approver:	Patricia Occelli, Director Community & Customer Experience
File No:	24/134825
Purpose of the Report:	To present the Draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 to Council to be placed on public exhibition for a period of 28 days.
Alignment to Delivery Program:	Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Recommendation:

THAT Council:

- A. Endorse the Draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 presented as **Attachment 1** for the purpose of public exhibition for a period of 28 days.
- B. Notes that a further report will be tabled at a future meeting of Council on submissions received to the Draft Woollahra Arts and Culture Strategy and Action Plan.

Executive Summary:

Council has undertaken significant progress and leadership over the past 20 years to respond to the arts and cultural needs of the Woollahra community. The draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 (**Attachment 1**) has been designed to create a framework to define the purpose and direction of Woollahra's cultural life and bring together the diverse arts, culture and creative activities being delivered within the Municipality. A detailed Research paper was used to inform the development of the Strategy and is attached (**Attachment 2**).

This report seeks endorsement for the draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 to be placed on public exhibition for 28 days.

Discussion:

The development of an Arts and Culture Strategy and Action Plan has been identified as an action in the 2023/24 Operational Plan. Its development coincides with the creation of the new Arts and Culture Advisory Committee, appointed in late 2023. One of the key objectives of the Arts and Culture Advisory Committee is to provide guidance and direction into the development and implementation of Council's Arts and Culture Strategy.

The Committee have been advised and had input into the Strategy's development through:

- Input into the Project Brief – presented to the inaugural Committee meeting of 21 November, 2023;
- Following the Request for Quotation (RFQ) for Consultancy Services and appointment of the successful consultant, the University of Newcastle's Institute for Regional Futures in March, 2024, Professor Roberta Ryan attended the Advisory Committee meeting of 25 March 2024 to provide an overview of the consultant's approach to the development of the Strategy and Action Plan;
- All Committee members were invited to participate in a 2 hour consultation workshop, with Councillors on 30 April 2024, to provide input into the development of the Strategy; and

- Dr. Jenny Thompson, Senior Consultant at the Institute for Regional Futures presented the draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028 to the Advisory Committee on 15 July, 2024 for review and feedback. Input from discussion at the Advisory Committee meeting and individual responses have been incorporated into the draft Strategy and Action Plan.

The Strategy aims to provide a comprehensive understanding of the creative community's needs, identify priorities, actions and how Council can engage with sector initiatives including potential grants and sponsorship programs, cultural infrastructure, partnerships and advocacy.

The Strategy defines arts and culture in their broadest sense, to encompass the visual, performing and literary arts and Council services that range from Woollahra Libraries, through the Woollahra Gallery at Redleaf, and to the Council Grants Program. The Strategy is founded on the principle that arts and culture have a value beyond their intrinsic and creative value.

As Woollahra's first arts and culture plan, the Strategy lays the foundation for future plans and establishes a legacy for future generations. There are five Key Focus Areas in the Action Plan which are supported by Goals and Actions, namely:

- Celebrate
- Participate
- Activate
- Lead and Advocate
- Sustain.

As for other Strategies, there has been no duplication of actions, if listed in Council's other documents. Also, please note that there is no reference to Actions that may be regarded as Business as Usual. The Action Plan consists of new actions that respond to community needs / priorities, as well as reflecting best practice.

The timeframe for the adoption of the Woollahra Arts and Culture Strategy is as follows:

- Draft Woollahra Arts and Culture Strategy report with request to place on public exhibition – Finance, Community and Services Committee 5 August 2024, with adoption from Council on 12 August 2024;
- Public exhibition –19 August to 15 September 2024; and
- Adoption of Final Woollahra Arts and Culture Strategy, following public exhibition period - Finance, Community and Services Committee 4 November 2024 and Council meeting 11 November 2024.

Options:

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

Community consultation has been quite extensive during the development of the draft Woollahra Arts and Culture Strategy and Action Plan including:

- An online community survey – between April to May 2024 attracted 74 responses;
- Engagement via focus groups, workshops and interviews, conducted between April and May 2024 with more than 50 stakeholders;

- A discrete process for consultation with the First Nations community via contracting the Gujaga Foundation to consult with their local community at La Perouse as well as interviews with artists/artist organisations known to Council including artist Virginia Keft and Sarah O'Reilly from First Hand Solutions.

The University of Newcastle's Institute for Regional Futures have worked with an internal project group consisting of the following staff:

Director, Community & Customer Experience - Project Sponsor
Manager, Community and Culture - Project Lead
Coordinator, Community and Culture
Manager, Woollahra Libraries,
Director, Woollahra Gallery at Redleaf
Public Art Coordinator
Manager, Communications and Engagement

Policy Implications:

There are no policy implications as a result of this report.

Financial Implications:

Council has allocated \$30,000 in the 2024/25 budget for the implementation of the Year 1 actions listed in the draft Woollahra Arts and Culture Strategy and Action Plan, 2024-2028.

Resourcing Implications:

The Woollahra Arts and Culture Strategy and Action Plan will set the direction for the Council, and in particular will have input into the work plans for Community and Customer Experience staff. The Action Plan has been revised three times during the developmental stage to ensure that the actions are achievable over the 4 years of the draft plan.

Conclusion:

The development of an Arts and Culture Strategy and Action Plan has been identified as an action in the 2023/24 Operational Plan. Its development coincides with the creation of the new Arts and Culture Advisory Committee, appointed in late 2023.

The Strategy aims to provide a comprehensive understanding of the creative community's needs, identify priorities, actions and how Council can engage with sector initiatives including potential grants and sponsorship programs, cultural infrastructure, partnerships and advocacy.

The draft Woollahra Arts and Culture Strategy and Action Plan 2024-2028 is recommended to be placed on public exhibition for 28 days, with a further report to be submitted following the exhibition period.

Attachments

1. Draft Woollahra Arts and Culture Strategy and Action Plan 2024-2028 [!\[\]\(a43b62a38b6e2844e794f4301a08d3ba_img.jpg\) !\[\]\(6e4ee66e87e896673b3d048b72667243_img.jpg\)](#)
2. Appendix - Research to inform Arts and Culture Strategy and Action Plan, 2024-2028
[!\[\]\(020ca36803168f31a8fb3f576699f65c_img.jpg\) !\[\]\(84f1d587b913ebf353d69e5f3ebedfd2_img.jpg\)](#)



DRAFT

WOOLLAHRA ARTS AND CULTURE STRATEGY AND ACTION PLAN

2024–2028

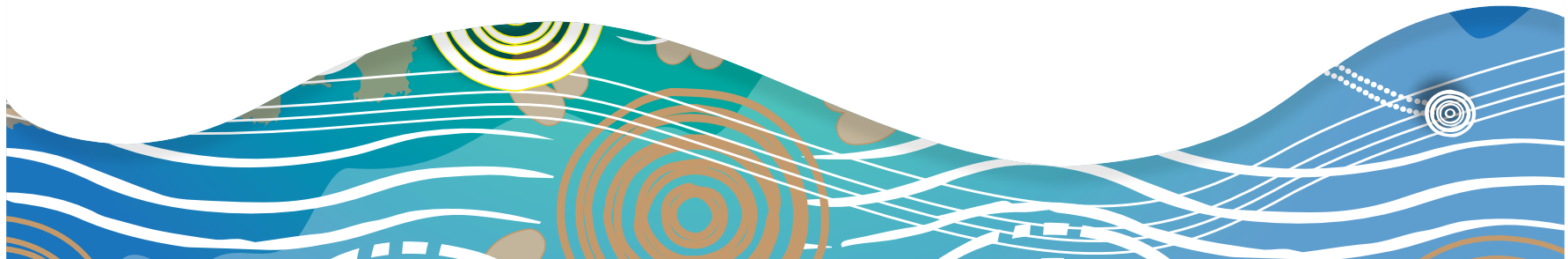


August 2024

Acknowledgement of Country

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the Traditional Custodians of this land and we pay our respects to Elders past, present and emerging.

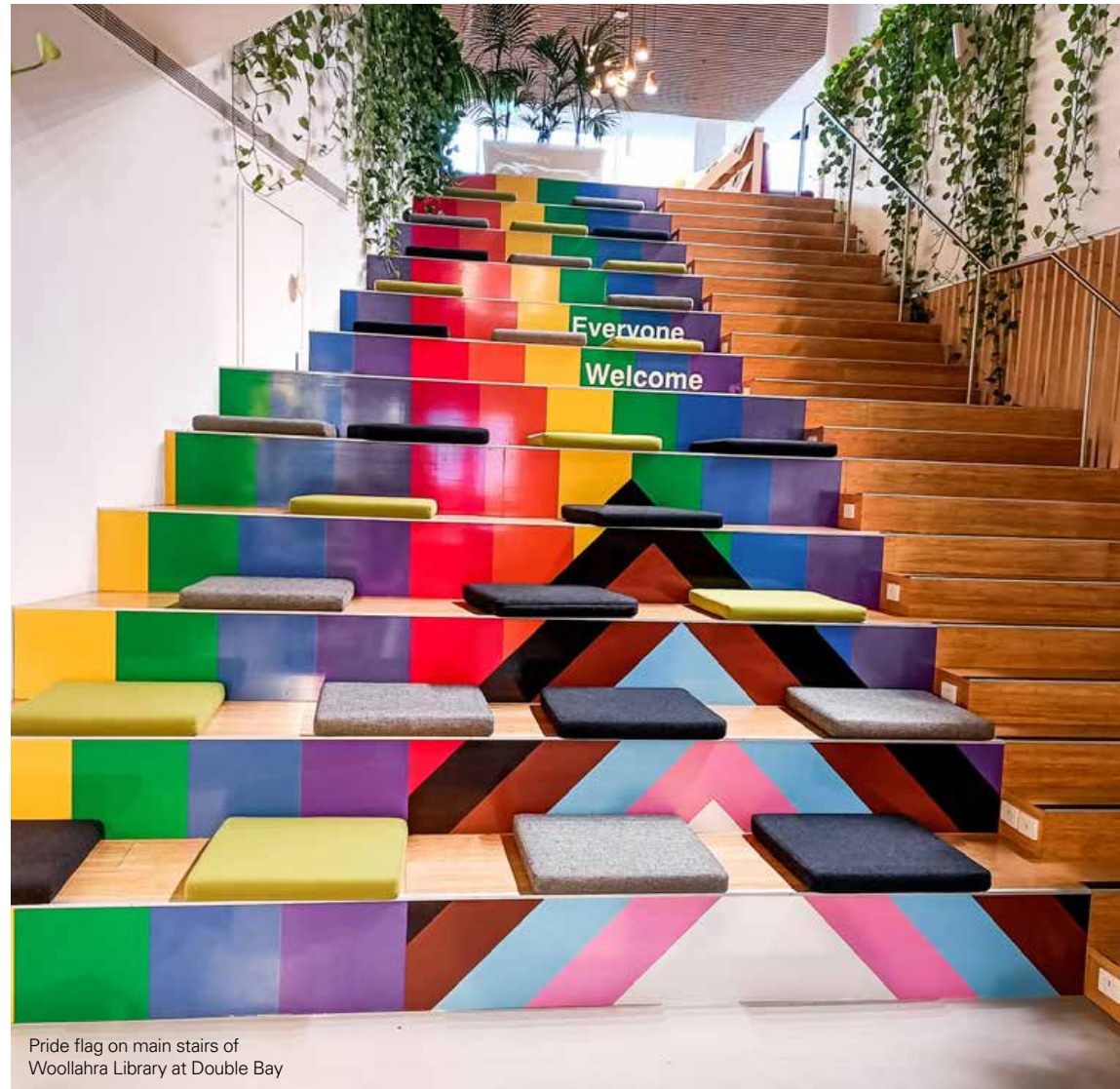
Artwork by Jordan Ardler (detail)



Contents

Mayor's message	1
General Manager's message	1
Executive Summary	2
About this strategy	2
1 Our Strategy	4
1.1 How we engaged the community	5
1.2 Arts and culture in the future	6
1.3 Our Vision, Purpose, Role and Principles	7
1.4 Our Key Focus Areas, Goals and Outcomes	9
2 Our Action Plan	12
3 The Strategic Context	22
3.1 People of Woollahra	23
3.2 The policy context	25
3.3 What we currently do	26
3.4 What the community told us about arts and culture in Woollahra	33
Appendix A	
Research to Inform the Arts and Culture Strategy	

Cover image: Tree veneration Society – Woollahra Cultural grant recipient.



Pride flag on main stairs of Woollahra Library at Double Bay

Message from the Mayor and General Manager



Woollahra Council has a proud record of leadership and innovation in both the arts and cultural development and we recognise the valuable role arts

and culture play in providing community connection and wellbeing, and celebrating emerging talent and artistic excellence.

We host a range of artistic and cultural events and programs at the Council Chambers and surrounding grounds, at our Woollahra Libraries and the Woollahra Gallery at Redleaf, as well as in our public spaces.

I am particularly proud of our innovative and highly regarded Woollahra Small Sculpture Prize, now in its 24th year, which celebrates emerging and established artists and the myriad of arts and cultural events and ideas that receive funding support through our grants program.

Through research and consultation conducted by the University of Newcastle and commissioned by us, we have a clearer understanding of where to direct our strategic actions and resources over the next

four years so we can continue to offer a diverse mix of arts and cultural opportunities, that maximises collaborations and partnerships and meets the needs of the community.

Celebrate, participate, activate, lead and advocate and sustain are the key focus areas identified for this draft Strategy. The actions outlined in each focus area will improve our commitment to development of arts and culture in our community, close gaps and increase representation in areas of strong demand including: fostering First Nations and local history and heritage, expanding public art, boosting inclusion, diversity and accessibility priorities, activating public spaces and venues with more creative events and aligning our arts and cultural events to our Vision, Mission and Operational Plan.

I would like to thank everyone who participated in the development of this Strategy.

Councillor Richard Shields
Mayor of Woollahra



I am looking forward to seeing our inaugural Arts and Culture Strategy come to life in a range of ways that demonstrates our commitment to a thriving, inclusive, sustainable and resilient community.

This Strategy reflects the community priorities for arts and cultural development and it outlines challenges and opportunities to consider, so we can continue to deliver activities, events and programs that residents and visitors love, and that allow us to strengthen our artistic and cultural collaborations and partnerships.

In recognising the social and economic benefits and value of arts and culture through this draft Strategy we will continue to expand our commitment to the arts and culture in Woollahra.

Craig Swift-McNair
General Manager



Collins Lane, Rose Bay –
Streets as Shared Spaces, Placemaking project

Executive Summary

About this strategy

Woollahra Council recognises the important role of arts and culture in contributing to creative, as well as economic and social outcomes for our community. By fostering creativity, local identity and opportunities to participate and connect, through arts and culture, a positive impact on community belonging, inclusion, cohesion, economic development and civic engagement can be achieved.

The Woollahra Arts and Culture Strategy and Action Plan, 2024–2028 documents our commitment to the residents of Woollahra to support a creative community. This Strategy and Action Plan outlines the goals, actions and priorities for arts and culture that Woollahra Council (Council) will implement over the next four years. This Strategy contributes to the outcomes of Council's Community Strategic Plan – *Woollahra 2030* and to achieving the aspirations and outcomes of a suite of other policies and strategies which aim to deliver a creative and vibrant community for the benefit of our residents, creative community, businesses and visitors.

This is Woollahra's first Arts and Culture Strategy. It has been designed to create a framework to define the purpose and direction of Woollahra's cultural life and bring together the diverse arts, culture and creative activities being delivered within the Municipality.

The Strategy defines arts and culture in their broadest sense, to encompass the visual, performing and literary arts and Council services that range from the Woollahra Libraries, Woollahra Gallery at Redleaf, to Council's Grants Program.

Executive Summary

The strategy is founded on the principle that arts and culture have a value beyond their intrinsic nature.

As Woollahra's first arts and culture plan, the Strategy lays the foundation for future plans and establishes a legacy for future generations. Many local governments across the country have been working to an arts and culture plan over many years. Their experience has demonstrated that achieving the ambition of a creative, local community is evolutionary and requires ongoing commitment.

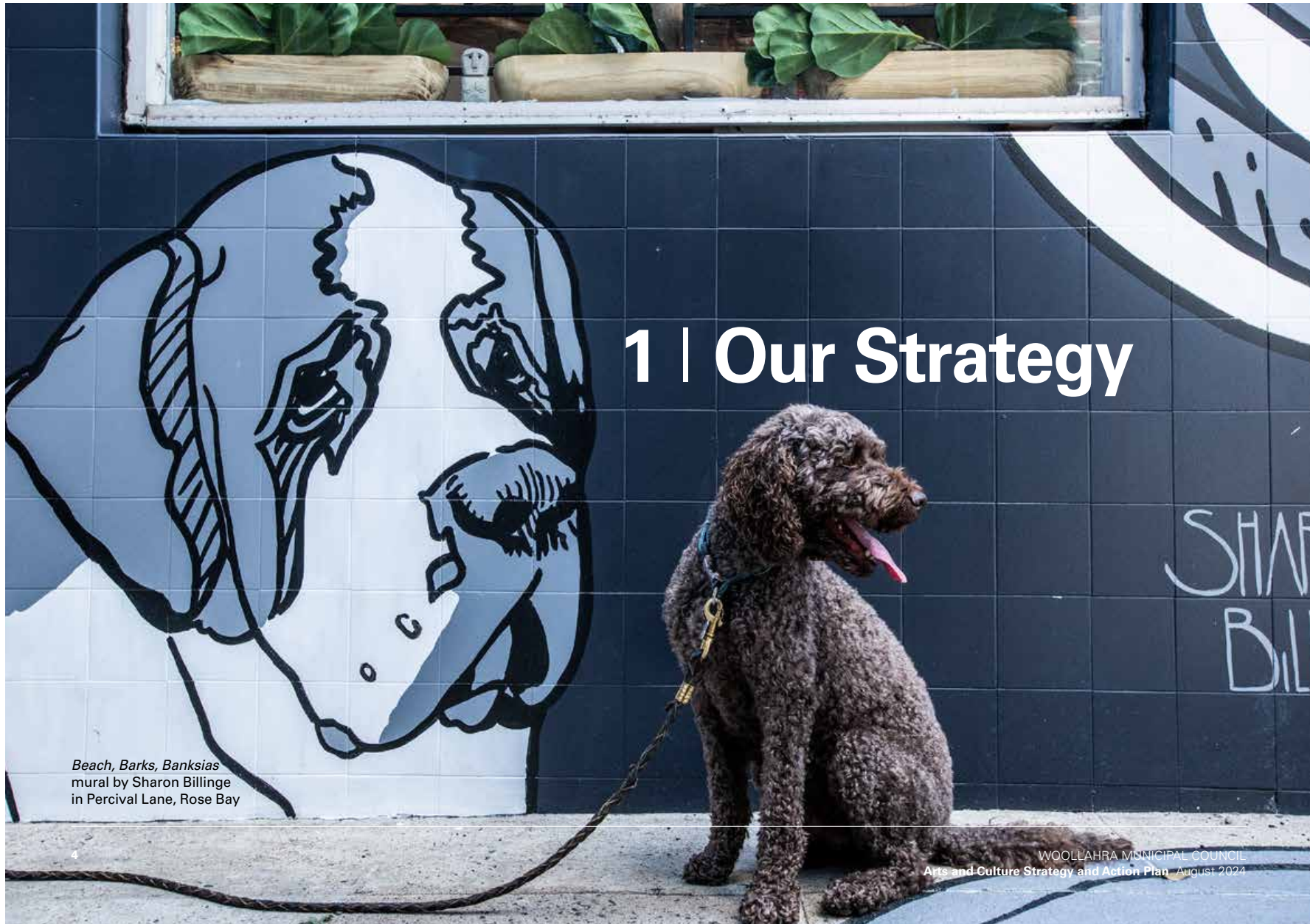
The Strategy provides more detail as to how we will meet our arts and culture goals through collaborative effort across all divisions of Council and through building and sustaining partnerships with government agencies, surrounding Councils, businesses, schools, community organisations and the Municipality's creatives.

In preparing the strategy, the contemporary context of arts and culture was explored and best practice examples of strategy for arts, culture and creative life were investigated. Residents of Woollahra, arts and culture stakeholders and local creatives informed the Strategy and Action Plan, through workshops, interviews and an online survey. The result is a strategic approach which reflects an understanding of the context locally, nationally and internationally and a consensus about our aspirations for the future of arts and culture in Woollahra.

Key findings relating to the development of the Strategy have been documented in a Research Report that informs the Arts and Culture Strategy. This Strategy should be read in conjunction with the Research Report, which appears as an Appendix to the Strategy.



Mui Mui Bumer Gedlam dancers at the 2023
Heart in Art exhibition opening, Woollahra Gallery at Redleaf



1.1 | How we engaged the community



Event Space, Woollahra Library at Double Bay

Data gathered from an initial, desktop study of the literature on arts and culture trends and issues, strategic plans from neighbouring Councils and policy documents from national and NSW government agencies, was supplemented by evidence for expressed needs, derived from consultation with the community to inform the plan.

A total of 133 people from across the following groups and individuals was consulted:

- Members of the local creative community
- Local business people and owners of commercial arts and culture enterprises
- Representatives of local community services providers
- Stakeholders from Waverley, Mosman and City of Sydney Councils
- Representatives of Create NSW and Creative Australia
- Delegate from the office of Allegra Spender MP
- Members of Council committees – the Public Art Panel, Woollahra Small Sculpture Prize Committee, Arts and Culture Advisory Committee
- Councillors
- Staff from across Council.

The Gujaga Foundation was contracted to consult the local First Nations community on behalf of Woollahra Council and to provide a short report that outlined key strengths and opportunities to be addressed by the Strategy. Consultation was also undertaken with two First Nation artists/organisations, who have previously partnered with Council.

Following consultation with the community and stakeholders, an Action Planning Workshop was conducted with staff from across Woollahra Council, to interpret the outcomes and arrive at recommended actions for implementation of the Strategy.

1.2 | Arts and culture in the future

A key feature of planning for arts, culture and creative life is the long-term and evolutionary nature of culture, the changing character, identity and priorities of communities and the impacts of new technologies and industries. Approaching strategy for creative life requires a view of both 'near' and 'far' horizons.

The Strategy considers the following themes in the development of the Action Plan to transition Council's journey in the delivery of a thriving, inclusive community through arts and culture:

- Embedding the place of First Nations culture in Australian art and culture policy and practice – contribution to truth-telling and reconciliation
- Affordability during times of economic challenge
- Creative re-use of vacant spaces
- Re-defining what constitutes a 'creative' or 'cultural' institution or space including recognising the impact of technologies and digital media on definitions of space (virtual space)
- New forms of expression and audience – shift to technology driven production, performance and exhibition of cultural forms



- The broadening of definitions of arts and culture to include activities such as film and the opening up of venues for cultural activity
- Need to demonstrate public value generated through arts and culture
- Supporting economies of scale – through shared resources and assets and the creation of arts and culture clusters and 'hotspots' locally, regionally
- Creating opportunities for experimentation and risk-taking with art as a creative catalyst
- Participant-driven creation and collaborative practice
- Leveraging art and culture for transformation – generating, sharing knowledge and promoting learning – moving beyond art and culture as 'entertainment'
- Increasing role for arts and culture in inclusion and belonging.

1.3 | Our Vision, Purpose, Role and Principles


Our Community Vision	
A thriving, inclusive, sustainable and resilient community that will benefit future generations	
The Purpose of the Arts & Culture Strategy	The Woollahra Arts and Culture Strategy provides the framework for Woollahra to become a creative and vibrant community. It will promote opportunities for innovation, creativity and for both practicing and participating in arts and cultural life. The Strategy reflects Council’s vision to create ‘A thriving, inclusive, sustainable and resilient community that will benefit future generations’
Woollahra Council’s Role in Arts and Culture	<p>Enabler: create an environment for arts, culture and heritage to flourish through clear processes, capacity building, cultural facilities, and supporting community-led initiatives and networks.</p> <p>Commissioner: directly engage artists and creative businesses to deliver creative projects, events or activate public spaces.</p> <p>Custodian: caretaker of significant arts and heritage assets.</p> <p>Regulator: monitor compliance of events through planning controls, building regulation, licensing, waste management, occupational health and safety, traffic management, food safety and public safety.</p> <p>Collaborator: partner and collaborate with the community, arts organisations, other local government organisations, state and commonwealth agencies and businesses to support arts and cultural activity.</p> <p>Advocate: leverage Council’s position to generate new opportunities and resourcing, and reduce barriers to creative activity.</p>
Principles	<ol style="list-style-type: none"> 1 Woollahra Council recognizes the many diverse forms and experiences that make up ‘arts and culture’ and, in so doing, adopts broad and inclusive definitions for this strategy 2 Developing a creative, vibrant arts and culture in Woollahra is a long-term commitment – this strategy is the starting point. Woollahra’s strategic approach and outcomes will grow, stretch and mature over time 3 Woollahra’s approach to arts, culture and creativity is a response to the needs, aspirations, strengths and opportunities of the local community and to the broader context of arts and cultural life regionally, nationally and internationally 4 Woollahra’s Arts and Culture Strategy complements and is complemented by other key, strategic documents, including the Reconciliation Action Plan, the Disability Inclusion Action Plan and the Events Strategy, within the over-arching directions and priorities of the Community Strategic Plan.

1.3 | Our Vision, Purpose, Role and Principles


Our Community Vision	A thriving, inclusive, sustainable and resilient community that will benefit future generations
Principles	5 Good governance and decision making - are key to the successful delivery of a vibrant, creative Woollahra. Woollahra Council has implemented the Arts and Culture Advisory Committee to support Council in this goal
	6 Arts and culture are a key factor in creating and sustaining a connected, inclusive community, where people feel a sense of identity and belonging
	7 Arts and cultural programs, exhibitions, events and experiences should be accessible, affordable and inclusive – everyone has a right to participate in creative life
	8 The primary focus of arts and cultural life in Woollahra is on our people, our residents and community, but we recognise that Woollahra is also part of a broader, arts and culture ecosystem that comprises surrounding suburbs, the city centre, major arts and culture institutions, private, commercial and not-for-profit arts and culture businesses
	9 Woollahra Council’s investment in arts and culture is premised on spending community funds wisely and for best value. We will look to opportunities to subsidise Council’s investment through grant funding, philanthropic and sponsorship arrangements
	10 In implementing its Arts and Culture Strategy, Woollahra Council will act within Council’s framework of integrity and respect for people. It will aspire to excellent performance and deliver professional, quality services. It will be open, accountable and communicate effectively. The community has also asked for a strategy that is brave, ambitious and outcomes-focused

1.4 | Our Key Focus Areas, Goals and Outcomes

Key Focus Area 1: Celebrate	
Goal 1.1: Celebrate First Nations Heritage and Stories	Outcome: Representation of, and engagement with, Woollahra’s First Nations people demonstrates our commitment and leadership to reconciliation through arts and cultural programs and activities
Goal 1.2: Celebrate Woollahra’s non-Indigenous Heritage and Stories	Outcome: The people of Woollahra understand and value their shared history, local character and local stories
Goal 1.3: Celebrate Woollahra’s Unique ‘Place’ Through Public Art	Outcome: Council’s Public Art program, including its role in placemaking and in celebrating local stories, continues to evolve
Goal 1.4: Celebrate Woollahra’s Creative Framework	Outcome: Woollahra’s achievements and reputation as a creative community continue to grow



Cooper Park Community Hall mural
by Sharon Billinge, Bellevue Hill



Pelicans by Folko Cooper, Rose Bay Wharf

1.4 | Our Key Focus Areas, Goals and Outcomes

Key Focus Area 2: Participate	
<p>Goal 2.1: Build Community Participation in Arts and Culture from the grassroots up</p>	<p>Outcome: The Woollahra community actively engages in and benefits from, arts and cultural activities that are interesting, accessible and diverse</p>
<p>Goal 2.2: Provide Connectivity for the Woollahra Community to Sydney-Wide Arts, Culture and Creative Experiences</p>	<p>Outcome: Woollahra's community has access to a diverse range of arts and cultural exhibitions, programs, performances and activities within the broader network</p>
<p>Goal 2.3: Enhance Community Awareness of Woollahra's Arts and Culture Offer through strategic use of Council's Media and Promotions</p>	<p>Outcome: The community's awareness of and engagement in arts, culture and creativity is increased</p>
Key Focus Area 3: Activate	
<p>Goal 3.1: Activate Open Space through Arts, Culture and Creativity</p>	<p>Outcome: Woollahra's built environment and community spaces support creative life and contribute to community identity, connection and wellbeing</p>
<p>Goal 3.2: Activate Council and Community Venues through Arts, Culture and Creativity</p>	<p>Outcome: The Woollahra community has access to venues, places and spaces to practice, deliver and participate in creative community activities</p>

1.4 | Our Key Focus Areas, Goals and Outcomes

Key Focus Area 4: Lead and Advocate

<p>Goal 4.1: Lead and Manage Strategic Relationships and Partnerships</p>	<p>Outcome: Council develops a sustainable arts and culture framework that supports the achievement of arts and cultural outcomes</p>
---	--

Key Focus Area 5: Sustain

<p>Goal 5.1: Work Strategically to Secure Alternative Funding Streams to Complement Council Funding of Arts and Culture</p>	<p>Outcome: Woollahra Council's contribution to local arts and culture is enhanced, within the parameters of Council's existing funding budget</p>
<p>Goal 5.2: Review Internal Capability to support achievement of Woollahra's Strategic Outcomes for Arts and Culture</p>	<p>Outcome: Woollahra Council has sufficient capability to deliver the outcomes of the Arts and Culture Strategy and Action Plan</p>
<p>Goal 5.3: Maintain Good Governance for Arts and Culture Strategy, Policy and Processes</p>	<p>Outcome: Council's planning and decision-making processes for arts and culture are transparent and consistent with the Arts and Culture Strategy</p>
<p>Goal 5.4: Evaluate and Measure Performance</p>	<p>Outcome: Woollahra Council's investment in arts and culture is measured and reported</p>



2 | Our Action Plan

Creative play in public spaces, Rose Bay

12

WOOLLAHRA MUNICIPAL COUNCIL
Arts and Culture Strategy and Action Plan July 2024

2 | Our Action Plan

Key Focus Area 1: Celebrate

Goal 1.1: Celebrate Woollahra's First Nations Heritage and Stories

OUTCOME: Representation of, and engagement with, Woollahra's First Nations people demonstrates our commitment and leadership to reconciliation through arts and cultural programs and activities.

Action	Short Term	Medium Term	Long Term	Responsibility
1 Consult with the Gujaga Foundation and La Perouse Local Aboriginal Land Council on approaches to story telling about culture, language and history, to encourage truth telling and embed First Nations culture into arts and culture programs, beyond NAIDOC and Reconciliation Week events		2025/26 Ongoing		Council wide
2 Investigate the development and delivery of a Cultural Walks program, in partnership with Gujaga Foundation and La Perouse Local Aboriginal Land Council			2026/27	Community & Culture
3 Support First Nations organisations/individuals with their applications for Council Grants and EOI programs to foster engagement, representation and positive outcomes	2024/25 Ongoing			Community & Culture

Goal 1.2: Celebrate Woollahra's non-Indigenous Heritage and Stories

OUTCOME: The people of Woollahra understand and value their shared history, local character and local stories

Action	Short Term	Medium Term	Long Term	Responsibility
1 Explore opportunities to celebrate Woollahra's architecture and heritage in partnership with community groups		2025/26		Strategic Planning & Place Woollahra Libraries
2 Explore opportunities to celebrate Woollahra's diverse cultures by promoting the availability of Council's Grants Program and new Outgoing Sponsorship Program to local community		2025/26		Community & Culture Strategic Planning & Place Woollahra Libraries

2 | Our Action Plan

Goal 1.3: Celebrate Woollahra’s Unique ‘Place’ Through Public Art

OUTCOME: Council’s Public Art program, including its role in placemaking and in celebrating local stories, continues to evolve

Action	Short Term	Medium Term	Long Term	Responsibility
1 Investigate suitable open space locations for a Woollahra public art trail / sculpture park, in consultation with Woollahra Council’s Public Art Panel.			2027/28	Community & Culture

Goal 1.4: Celebrate Woollahra’s Creative Framework

OUTCOME: Woollahra’s achievements and reputation as a creative community continue to grow

Action	Short Term	Medium Term	Long Term	Responsibility
1 Review the Gallery at Redleaf Exhibition Policy and service model to ensure best practice in supporting exhibiting artists, meeting audience expectations and broadening the Gallery’s visitor and audience base, with implementation the following year	2024/25	2025/26		Community & Culture
2 Support local creatives to access Council funding and opportunities such as Grants and EOI programs, as well as via other agencies, (eg: promoting awareness of opportunities, supporting applicants via grant-writing workshops etc)	2024/25 Ongoing			Community & Culture
3 Review the Woollahra Small Sculpture Prize and collection model to enhance sustainability, prestige and viability of the program			2026/27	Community & Culture
4 Investigate the development of an annual Woollahra Small Painting Prize			2027/28	Community & Culture

2 | Our Action Plan

Key Focus Area 2: Participate

Goal 2.1: Build Community Participation in Arts and Culture from the grassroots up

OUTCOME: The Woollahra community actively engages in and benefits from, arts and cultural activities that are interesting, accessible and diverse

Action	Short Term	Medium Term	Long Term	Responsibility
1 Investigate opportunities to deliver exhibitions, programs, performances and events that enable the community to encounter both popular and 'fine' arts and culture in their local area to build cultural literacy (introduce people to and increase their understanding of diverse cultural forms)		2025/26 Ongoing		Community & Culture Woollahra Libraries
2 Enhance engagement of children, youth, families and schools in exhibitions, programs and events at Woollahra Gallery at Redleaf		2025/6 Ongoing		Community & Culture
3 Actively seek younger volunteers and interns to participate across Council's Arts and Cultural programs	2024/25 Ongoing			Community & Culture Woollahra Libraries
4 Continue to provide free and low-cost Council programs, events, exhibitions and creative experiences to support access to Arts and Cultural life and mitigate the impacts of the cost of living crisis	2024/25 Ongoing			Community & Culture Woollahra Libraries
5 Explore opportunities to promote performing arts and live music (with an emphasis on outdoor experiences) including through Council's Grants Program and new Outgoing Sponsorship Program			2026/27	Community & Culture Strategic Planning & Place Woollahra Libraries
6 Grow and develop Woollahra Digital Literary Award by seeking sponsorship opportunities to raise the profile of the award and broaden categories	2024/25 Ongoing			Woollahra Libraries
7 Support Woollahra Libraries' role as writer's centre by providing writing development opportunities such as writing workshops and investigation of a Writers in Residence program	2024/25 Ongoing			Woollahra Libraries

2 | Our Action Plan

OUTCOME: The Woollahra community actively engages in and benefits from, arts and cultural activities that are interesting, accessible and diverse

Action	Short Term	Medium Term	Long Term	Responsibility
8 Create opportunities to showcase visual arts within Library spaces through pop up installations and collaboration through Council's Artists in Residence program	2024/25 Ongoing			Woollahra Libraries
9 Build the profile of the Woollahra Gallery at Redleaf's existing program of accessible tours, to encourage wider, more inclusive and regular visitation by people with a disability, older people and people from 'hard to reach' groups within the community		2025/26 Ongoing		Community & Culture

Goal 2.2: Provide Connectivity for the Woollahra Community to Sydney-Wide Arts, Culture and Creative Experiences

OUTCOME: Woollahra's community has access to a diverse range of arts and cultural exhibitions, programs, performances and activities within the broader network

Action	Short Term	Medium Term	Long Term	Responsibility
1 Identify opportunities to connect with or to deliver programs, exhibitions or performances that complement arts and cultural events and festivals in neighbouring suburbs and across Greater Sydney		2025/26 Ongoing		Community & Culture Woollahra Libraries
2 Work with local community transport providers to develop and deliver a schedule of accessible, quarterly 'art explorer' bus tours, viewing Woollahra's public art and visiting private and public galleries and other cultural institutions			2027/28	Community & Culture

Goal 2.3: Enhance Community Awareness of Woollahra's Arts and Culture offer through strategic use of Council's media and promotions

OUTCOME: The community's awareness of and engagement in arts, culture and creativity is increased

Action	Short Term	Medium Term	Long Term	Responsibility
1 Investigate opportunities to enhance digital advertising of Arts and Culture across the Municipality			2027/28	Communications & Engagement

2 | Our Action Plan

Key Focus Area 3: Activate

Goal 3.1: Activate Open Space through Arts, Culture and Creativity

OUTCOME: Woollahra’s built environment and community spaces support creative life and contribute to community identity, connection and wellbeing

Action	Short Term	Medium Term	Long Term	Responsibility
1 Consult with relevant internal and external stakeholders to streamline relevant processes to facilitate opportunities for street closure to support activation and events		2025/26		Development Assessment Engineering Services Strategic Planning & Place
2 Explore options to streamline processes for Development Approvals for arts, cultural and creative events		2025/26		Communications & Engagement Community & Culture Development Assessment Strategic Planning & Place
3 Identify opportunities, during the planning stage of capital infrastructure (both new and upgrades), to incorporate public art into Council’s places and spaces	2024/25 Ongoing			Community & Culture Open Space & Trees Properties & Projects
4 Explore external grant funding and/or partnership opportunities to support activation of public spaces with art installations		2025/26 Ongoing		Community & Culture Strategic Planning & Place

2 | Our Action Plan

Goal 3.2: Activate Council and Community Venues through Arts, Culture and Creativity

OUTCOME: The Woollahra Community has access to venues, places and spaces to practice, deliver and participate in creative community activities

Action	Short Term	Medium Term	Long Term	Responsibility
1 Conduct an audit of Woollahra’s portfolio of community venues to evaluate functionality, utilisation, constraints and opportunities and to determine possibilities for their use as multipurpose facilities (community and cultural purposes) into the future		2025/26 Ongoing		Community & Culture
2 Consult with the Infrastructure and Sustainability Division to identify and scope items for consideration in future Capital Works and Asset Management Plans, to enhance Council’s venues and indoor spaces, including Woollahra Gallery at Redleaf (2025/26) and Woollahra Libraries (2027/2028), so they are fit for purpose for creative practice		2025/26	2027/28	Community & Culture Properties & Projects Woollahra Libraries
3 Investigate opportunities to activate selected community venues (eg: EJ Ward Community Centre, Canonbury Cottage) for multi-disciplinary Creative uses via long-term lease / licence arrangements or creatives-led initiatives			2027/28	Community & Culture
4 Where appropriate, incorporate expenditure for Arts and Culture projects (consistent with adopted policies and strategies) in the Woollahra Section 7.12 Development Contributions Plan.		2025/26		Community & Culture Strategic Planning & Place
5 Investigate partnerships and collaborations with schools, churches and other private spaces, to increase public access and activation for performances and rehearsals and other arts and cultural purposes			2026/27	Community & Culture
6 Explore potential for activations through the clustering of activities and programs around Council’s significant arts programs, such as Woollahra Small Sculpture Prize, to promote and increase visibility of the wider Woollahra arts and culture community.		2025/26		Community & Culture

2 | Our Action Plan

Key Focus Area 4: Lead and Advocate

Goal 4.1: Lead and Manage Strategic Relationships and Partnerships

OUTCOME: Council develops a sustainable Arts and Culture framework that supports the achievement of arts and cultural outcomes

Action	Short Term	Medium Term	Long Term	Responsibility
1 Foster strategic relationships with NSW government, Commonwealth government and other agencies, such as consulates and businesses, to enhance opportunities for partnership, collaboration and support for Arts and Culture in Woollahra			2026/27	Community & Culture Strategic Planning & Place Woollahra Libraries
2 Develop a network with other Councils and key cultural institutions to exchange ideas, undertake joint initiatives and maximise resources, particularly in the areas of visual and performing arts	2024/25 Ongoing			Community & Culture
3 Use the stakeholder and industry partner map to avoid duplication of arts and cultural services and programs, and to identify strategic opportunities for potential partnership and collaboration			2026/27	Community & Culture
4 Coordinate an annual gathering for the Woollahra creatives community	2024/25 Ongoing			Community & Culture

2 | Our Action Plan

Key Focus Area 5: Sustain

Goal 5.1: Work Strategically to Secure Alternative Funding Streams to Complement Council Funding of Arts and Culture

OUTCOME: Woollahra Council's contribution to local Arts and Culture is enhanced, within the parameters of Council's existing funding budget

Action	Short Term	Medium Term	Long Term	Responsibility
1 Work with the Woollahra Arts and Culture Advisory Committee to identify opportunities to attract philanthropic investment in Woollahra's Arts and Cultural life		2025/26		Community & Culture Woollahra Libraries
2 Pursue NSW Government and Commonwealth Government grants and funding opportunities by application to relevant funding programs		2025/26		Community & Culture Woollahra Libraries
3 Support the development of the Woollahra film and music sectors, by investigating opportunities arising from the Sound NSW Screen and Contemporary Music Strategy			2027/28	Community & Culture

Goal 5.2: Review Internal Capability to Support Achievement of Woollahra's Strategic Outcomes for Arts and Culture

OUTCOME: Woollahra Council has sufficient capability to deliver the outcomes of the Arts and Culture Strategy and Action Plan

Action	Short Term	Medium Term	Long Term	Responsibility
1 Review the capability of the Woollahra Council's Arts and Culture team and identify options to address 'gaps' in capability, to support achievement of strategic outcomes		2025/26		Community & Culture Woollahra Libraries
2 Investigate the creation of a traineeship or internship position to support Woollahra Council in achieving strategic outcomes and in establishing its 'next generation' of Arts and Culture professionals			2026/27	Community & Culture Woollahra Libraries
3 Enhance Council's capability to achieve outcomes of the Arts and Culture Strategy by addressing gaps in Council's First Nations workforce capability			2027/28	Community & Culture Woollahra Libraries

2 | Our Action Plan

Goal 5.3: Maintain Good Governance for Arts and Culture Strategy, Policy and Processes

OUTCOME: Council's planning and decision-making processes for Arts and Culture are transparent and consistent with the Arts and Culture Strategy

Action	Short Term	Medium Term	Long Term	Responsibility
1 Continue to support Woollahra Council's Arts and Culture Advisory Committee's governance structure and leadership in guiding the implementation of the Woollahra Arts and Culture Strategy	2024/25 Ongoing			Council-wide

Goal 5.4: Evaluate and Measure Performance

OUTCOME: Woollahra Council's investment in Arts and Culture is measured and reported

Action	Short Term	Medium Term	Long Term	Responsibility
1 Use feedback from evaluation of arts and cultural activities to inform future program development and delivery	2024/25 Ongoing			Community & Culture Woollahra Libraries

The actions in this plan are additional to, build on and complement Woollahra Council's existing arts and culture initiatives, activities and programs.

A wealth of ideas emerged during the discovery and engagement phases of the Strategy project. Given that achieving arts and cultural outcomes is best

viewed within a 20-50 year horizon and that this is a four year Strategy, actions have been prioritised and those that have not been included in this Strategy have been documented in Appendix C of the Research to Inform the Arts and Culture Strategy Report, for future reference and consideration in subsequent arts and culture strategies and policies.



3 | The Strategic Context

Percival Park art workshop led by Alice McAuliffe, Rose Bay

3.1 | People of Woollahra



Population (2023)
54,660



Median age (2022)
male **40 years**
female **41 years**

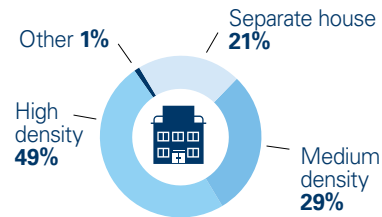


Families **13,761**
Number of kids
per family **1.8**



People per
household **2.23**

Housing type (2021)



*78% of dwellings are medium or high density (2021)



Born Overseas
(2021) **34.4%**



Speak English
at home **79.5%**



Australian
citizen **78.8%**

Owens a
house
35.3%



Rent
36.8%



Employment
status (2016)
96.7%

Of these 69% were employed full time, 30% were employed part-time and 3.3% were unemployed.



University qualified
residents (2016)
48.9%



Lone people in
households **6,949** ↑ **10.6%**
since 2016



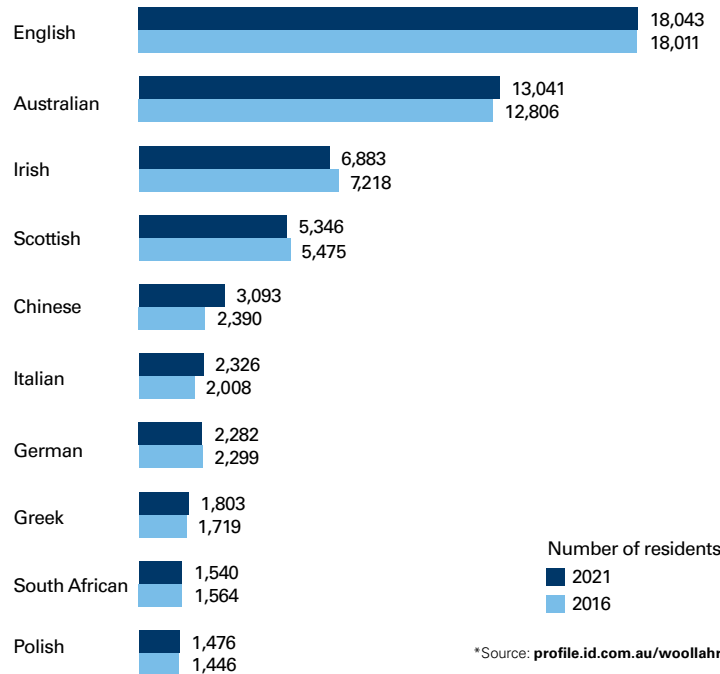
Total Households **22,897** ↓ **2.1%**
since 2016

Source: Australian Bureau of Statistics [dbr.abs.gov.au](https://dbr.abs.gov.au/profile.id.com.au/woollahra)
profile.id.com.au/woollahra
*profile.id.com.au/woollahra/dwellings
profile.id.com.au/woollahra/households

3.1 | People of Woollahra

Top 10 Ancestries (2016-2021)

In 2021, the top 5 ancestries of people living in the Woollahra Municipality were English, Australian, Irish, Scottish and Chinese. The top two ancestry growth rates in the LGA were Chinese (number of people increased by 29.41% since 2016) and Italian (number of people increased by 15.84% since 2016).



According to the ABS, during 2021-22, one third (32%) of Australian adults participated in at least one cultural activity, a slight increase from 31% in 2017-18. Women were more likely to participate (39%) than men (25%) and people aged 15-24 years were more likely to participate (41%) than any other age group.

The most popular cultural activity cited was a visit to the cinema (44% of adults), while craft and visual arts activities were the activities that people were next most likely to pursue.

Australian cultural and creative industries attracted \$160 billion in 2020-21, the most recent year for which data was available. In the comparison year, 2017-18, these industries attracted an estimated \$141 billion, indicating 13% growth. Not-for-profit organisations in these industries attracted \$1.2 billion in 2019-20, while the majority of income was derived from sales and services.

The 2021 Census indicates that, with a little under a 10% increase, Arts and Recreation (which includes both arts and culture and fitness, gaming and other recreation sectors) recorded the highest growth as the industry of employment for residents of Woollahra between 2016 and 2021. A little under 700 people reported that they worked in this sector at the 2021 Census.

3.2 | The Policy Context

While the most significant policy context for arts and culture within Woollahra is that created by Council's Community Strategic Plan and other planning and policy documents, the Woollahra cultural ecosystem sits with broader ecosystems at regional, state and national levels. The strategic frameworks of NSW and Commonwealth governments establish a normative context for arts and culture planning and therefore played a role in developing the Woollahra Arts and Culture Strategy.

A benchmarking exercise was completed, to determine trends and best practice in local government arts and culture planning and services provided data to support a comparative analysis of planning across the sector, contributing data to identify key focus areas for design and investment. Key findings relating to the development of the Strategy have been documented in a report that documents the research undertaken to inform the Arts and Culture Strategy, that should be read in conjunction with this Strategy.

Table 4.4 in the report documenting the research undertaken in preparing the Strategy (see Appendix 1) demonstrates the consistency of the key focus areas (KFAs) of the Woollahra Arts and Culture Strategy with state, national and other local government policy and strategy.



German Cultural Day,
Goethe Institute, 2024.
Proudly supported by Woollahra Council

3.3 | What we currently do



One Bright Pearl by Lindy Lee,
Blackburn Gardens, Double Bay

Our Arts and Culture infrastructure

Council is the custodian of an extensive portfolio of community infrastructure, with 14 'community' venues across the Woollahra LGA. Some of this infrastructure (4 assets in total), like the Woollahra Gallery at Redleaf, is designated for arts and cultural purposes. Other community infrastructure is not arts and culture-specific, but it is frequently used by the community for creative purposes.

Council's provision is complemented by a wide variety of community and cultural infrastructure that is in private or commercial ownership. For example, the research identified 22 commercial art galleries, 20 local schools (both independent and public) and 10 places of worship within the LGA that may have the potential to complement Council's provision. This broad lens has been applied when considering the overall availability of and access to cultural infrastructure within Woollahra and has resulted in actions within the Strategy aimed at developing broader understanding of and dialogue with these assets.

A key finding of the research underpinning the strategy is that, when the broad lens of community/cultural infrastructure is applied, there is adequate provision in terms of area, condition and distribution. However the Strategy includes actions to consider functionality, fitness for purpose and opportunities to increase utilisation of some assets via audit and strategic planning for their future, within the parameters of what can be achieved with those assets within the portfolio that have heritage value.

A listing of all Council-owned cultural and community facilities is provided in the Research to Inform the Arts and Culture Strategy report in the Appendix from page 97.

The map below shows the provision and distribution of both Council-owned community, cultural and open-space assets and those held in private hands, on a 'whole of Woollahra LGA' basis.



3.3 | What we currently do

Woollahra’s Community and Cultural Infrastructure – Overview

Infrastructure Type	Number of Assets / Sites
Council cultural venues	4
Council community venues *	14
Public art - commissioned	9
Public art - donated	11
Public art – programs and projects	7
Commercial art galleries	22
Independent Schools	14
Government Schools	6
Places of Worship	10

* Proposed, a new centre located at Rose Bay is in development.

Performing at Senior’s Week – Festival of Fun New Experiences, Redleaf.

3.3 | What we currently do

Our Public Art

Council has had a long-term commitment to placemaking and to engaging the community in creative life through the medium of public art. Woollahra's extensive public art collection is comprised of more than 25 pieces. These artworks have been purchased or commissioned by Woollahra Council, donated by artists or their families or are on long-term loan. This is an innovative and flexible approach to maintaining a public art collection, that maximises the contribution of the many creatives residents in Woollahra.

These public art assets promote public access and play. Celebrate Woollahra's unique 'place' and character and help to preserve, emphasise and enhance the local identity of Woollahra and its people.

A listing of all of Council's public artworks is provided in the Research to Inform the Arts and Culture Strategy, at Appendix.



Wilberforce Carpark mural by Claire Loxton. Part of *Streets as Shared Spaces*, Rose Bay
Library Book return artwork by Ignacio Querejeta.

Our arts and culture programs and events

Woollahra Council delivers a wide variety of programs and initiatives in the arts and cultural space. These include activities such as the Woollahra Small Sculpture Prize and Digital Literary Award; schemes and policies such as the Woollahra Plaque Scheme and Woollahra Creative Hoardings Policy; and cultural and creative programs such as

those delivered at the Woollahra Gallery at Redleaf and at Council's three libraries at Double Bay, Watsons Bay and Paddington.

Woollahra Small Sculpture Prize

The Woollahra Small Sculpture Prize celebrates and explores the full potential of the small sculpture art format. This prestigious award supports and promotes diverse, original, freestanding and wall-

3.3 | What we currently do



Spanish Stallion by Nick Fiddian, Halls Lane, Woollahra



Inala After the Rain exhibition opening, Woollahra Gallery at Redleaf

mounted sculptures in a variety of mediums, measuring up to 80cm in any dimension. Over its 23-year history, the prize has featured some of the world's most exciting contemporary sculptures and continues to promote and celebrate artistic excellence, with the finalists exhibited at Woollahra Gallery at Redleaf each year.

Woollahra Digital Literary Award

The Woollahra Digital Literary Award recognises the best new contemporary literature in Australia, highlighting innovation and creativity. Inaugurated in 2017, it is inclusive of all forms of literature, including poetry, fiction and non-fiction works, as well as multimedia and hybrid works that were first published in a digital format. Each year well-known authors and critics from the literary community select a shortlist of winners, who are celebrated at an Awards Night at Woollahra Library at Double Bay.

Youth Photographic Award and Short Film Prize

This annual competition, founded in 1994, is open to high school students who live, or attend school, in the Woollahra Local Government Area. The competition enables emerging photographers and filmmakers and opportunity to practice and value

their craft and provides an opportunity for them to share their creativity, innovation and imagination with their local community. All entries are exhibited at Woollahra Gallery at Redleaf each year.

Woollahra Council Plaques Scheme

The Woollahra Council Plaques Scheme honours exceptional people or events associated with the Woollahra local government area that have made a significant impact on life in the area or Australia as a nation. Four plaques are added to the scheme each year, following a call for nominations from the local community. There are currently 43 plaques distributed across Woollahra that can be found using a map and suburb directory on Council's website.

Woollahra Creative Hoardings Program

Council seeks to increase public art and provide opportunities for artists and designers to create works for display in the public domain by requiring artwork on all construction site hoardings. This policy's objective is to contribute to the visual amenity of the public domain and streetscape during the construction phase of developments, through artwork, historic images and/or designs promoting sustainability and biodiversity.

3.3 | What we currently do

Woollahra Gallery at Redleaf

Opened in November 2021, aside from providing a physical, exhibition space, the Woollahra Gallery at Redleaf delivers a variety of programs and events to engage with the local community, aside from visitation to experience visual arts. This includes artist talks, creative workshops, poetry readings and musical performances.

The Gallery has also initiated an Artist in Residence program, which, through an annual expressions of interest process, enables artists access to one of two free studio spaces, for a time limited period, to develop and share their practice. Artist commit to a community project as part of their tenure.

The Gallery's exhibition model is also based on an expression of interest process, to establish an annual schedule of artist-exhibitors, who pay for the exhibition space and who have an opportunity to make sales during their tenure. The Gallery does not have a permanent collection.



Ham Darroch installation view, Woollahra Gallery at Redleaf.



Author Vanessa Berry with Digital Literary Award Winners.

Woollahra Libraries – Double Bay, Watsons Bay and Paddington

Across its three libraries at Double Bay, Watsons Bay and Paddington, Council offers a “state of the art’ library service that connects people and ideas. The Libraries offers diverse and relevant physical and digital collections and provides a range of children’s services, youth services, a home library service, lifelong learning activities, technology help, and various cultural programs and events.

These include:

- Early literacy programs
- Writer development workshops and events.
- Talks, including authors, ideas, culture, heritage and historical themes
- Business and creative workshops.
- Local history programs – capturing and sharing local stories, images and artefacts; delivering projects to connect people to local stories; local history walks.

3.3 | What we currently do

Grants Programs

Council manages several, annual grants programs, to support innovative, local programs and events to respond to local needs. Grants are designed around a transparent application and allocations process and aim to encourage the development and delivery of activities that will benefit people living, working and /or studying in the Woollahra Municipality.



All Stars performing at the Hot Jazz Picnic, a Grant recipient.

Grants of relevance to the arts, culture and creativity are the Community and Cultural Grants scheme and the Placemaking Grants scheme, while particular aspects of arts and culture strategy (such as fostering a 'food' culture and evening activation) may have relevance to the Business Sector Support grants program.

Council is implementing a new Outgoing Sponsorship program from 2024.

Local Walks and Trails

Although not defined as 'arts and culture' programs, Woollahra Council delivers a number of local walks and trails, with online maps to enable residents and visitors to take a 'do it yourself' tour of sites of significant interest. This includes art and culture walks of: Double Bay, Paddington, Rose Bay, Watsons Bay and Woollahra; as well as Bush Tucker walks produced in partnership with Bush Tukka Dreaming, a First Nations enterprise which are currently on hold due to development works at Nielsen Park.



Cooper Park walk

3.4 | What the community told us about arts and culture in Woollahra



Families enjoying Maisie the Mouse at Woollahra Libraries Spark in the park event.

The community was asked about their needs, expectations, priorities and aspirations for arts and culture via an online community survey, workshops and one-to-one interviews. A detailed discussion of the engagement process and findings is documented in the Research to Inform the Arts and Culture Strategy that informed this Strategy.

The online survey was 'live' between April and May 2024 and attracted 74 responses. The key themes and ideas that emerged were as follows:

- There is strong agreement that arts and culture are important parts of Woollahra's identity
- Most respondents engage with arts and culture between at least once annually, with a majority engaging through exhibitions or visual art
- As well as accessing arts and cultural experiences within Woollahra LGA, a significant proportion of respondents also participates in the arts within Sydney CBD (96.82% at least 'sometimes'), greater Sydney (85.71% at least 'sometimes') and neighbouring local government areas (particularly Waverley LGA, where 73% of people participate at least 'sometimes')

- Survey respondents suggested that they get involved in arts and culture to express themselves creatively; for entertainment; to meet new people
- Respondents believe there is room for improvement in Woollahra Council's investment in and support for arts and culture and while most were positive about their experiences, those who engaged as volunteers or sponsors recorded lower levels of satisfaction with their experience
- Lack of information about what is happening and lack of suitable venues were identified as major barriers to participation in creative life
- Respondents expressed a desire for more provision of just about everything, although exhibitions and programs, public art, events celebrating diverse cultures and festivals such as Seniors Week, were perceived as 'about right' in terms of level of service
- Respondents expressed strong support for activation of public spaces
- Respondents expressed strong support for being able to use council facilities to practice and deliver arts and cultural activities
- Respondents were keen to see more Council grants programs to enable them to deliver arts and cultural activities to their community

3.4 | What the community told us about arts and culture in Woollahra

- Respondents said they'd like 'more' live music, celebration of local architecture and design, exhibition spaces, festivals and community events
- Respondents said they thought that the level of markets and fairs, promotion of recent heritage, amount of visual arts were 'about right'
- Respondents suggested that they'd like to see 'less' of digital cultural programs

Engagement via focus groups, workshops and interviews was conducted between April and May 2024, with 59 stakeholders. The key themes and ideas that emerged were as follows:

First Nations art, culture and heritage:

- Respondents across several of the Focus Groups suggested the importance of increasing representation of First Nations people and culture and this was clearly flagged in the consultation report from the Gujaga Foundation (see Appendix to the Research to Inform the Arts and Culture Strategy). This included recognition of country, telling of First Nations stories, connecting with Elders, connecting language to country, recognising key sites, truth-telling and acknowledging language groups



First Nations artists in conversation, Woollahra Gallery at Redleaf

Celebrate Woollahra's unique culture and character:

- Evolve Public Art programs – celebrate local stories – see the history around us – create digital opportunities
- Drive events and programs that celebrate Woollahra's diverse community
- Celebrate Woollahra's network of amazing organisations and individuals
- Reflect local history and culture – engage with local ideas
- Celebrate Woollahra's heritage – make visible and accessible
- Promote Woollahra's iconic and unique events (Woollahra Small Sculpture Prize, Digital Literary Award) statewide

3.4 | What the community told us about arts and culture in Woollahra

Enhance and facilitate participation in arts and cultural life:

- Increase 'grassroots' participation – 'democratise' arts and culture - make arts and cultural experiences available to the community in the places they go to regularly and in 'surprising' places, from libraries, to local parks, to local hotels. The aim is to encourage participation beyond established / identified audiences
- Deliver programs, exhibitions and events that are fun, create connection but also change views/ behaviours – eg: tree planting event for World Environment Day
- Increase Participation of Young People in arts and cultural life
- Recognise the value of arts and culture to wellbeing, identity and cohesion

Enhance Services

- Enhance openings and build programming at Redleaf Gallery – ensure consistency of program direction and strategy
- Review the Gallery model and exhibition policy so that the model reflects best practice, is contemporary and reflects ethical principles in relation to engagement with artists
- Enhance communications about arts and cultural events and programs – develop and fund a strategic approach that is built on an understanding of how people in Woollahra find out about arts and culture and what motivates them to participate
- Increase the visibility and impact of the arts and culture offer. This doesn't mean doing more, but doing things in a concentrated way and doing them well. It may be a case of doing just 1-2 things that are innovative and catch people's imagination and interest



Young at Art Holdsworth and Woollahra Dementia Alliance workshop, Cultural Hub, Woollahra Gallery at Redleaf.



The Green Hand Band, performing at Council's NAIDOC Community Open Day 2024.

3.4 | What the community told us about arts and culture in Woollahra

Support arts and culture through 'hard' cultural infrastructure and open space:

- Make it easier and more viable for community groups, creatives, etc to access and hire community spaces for practice, rehearsal, performances and exhibitions
- Provide venues/spaces for community members / businesses deliver programs to the community
- Improve affordability and physical access
- Deliver more outdoor performances, exhibitions, arts and culture events
- Explore opportunities for placemaking as part of works for priority areas – parks, roads, traffic – eg: placemaking in commercial centres, use roads creatively – eg: street closures for pop up events, markets
- Streamline DA processes to encourage creativity and support artists in public space utilisation
- Identify opportunities to repurpose existing community spaces for cultural and creative activities – activate and increase utilisations
- Plan new community spaces and venues so they can be used for multiple purposes, including arts and cultural activities



Senior's Week – Festival of Fun New Experiences, Redleaf

- Support artist-run initiatives – ask people to come forward with a proposal for what they could do in an artist-run space – could be a collective initiative – may include the development of a public art trail, local walks to experience heritage, etc

Build a cultural ecosystem – leverage opportunities

- Tap into events and festivals happening in greater Sydney / adjacent suburbs
- Build relationships with other councils and arts and culture institutions - complement what they offer and make Woollahra's offer things that are unique and different
- Improve grants processes – get more diverse groups to apply – make it easier, give support – eg: Grant Applicants' Info. Sessions before grants open; Q&As on website
- Foster relationships with industry groups, other levels of government, business and commercial enterprises, neighbouring local councils – leverage relationships for collaborative/non-duplication of services and programs; sponsorship and grants
- Explore opportunities for Sponsorship and Philanthropy
- Support local creatives to apply for / win Commonwealth and state grants

3.4 | What the community told us about arts and culture in Woollahra



Ursula Yovich performing
at NAIDOC Week 2023

Sustainability and Resilience

- Evaluate and measure performance – demonstrate Impact
- Review staffing and resourcing of arts and culture within Woollahra Council
- Maintain good governance for arts and culture policy and processes
- Develop the A&C Strategy within context of a 50 year future - hold space for blue sky thinking – consider how demographics will change – consider the cultural legacy we want to create

A discrete process for consultation with the First Nations community was included in the project methodology. The Gujaga Foundation was contracted to consult their local community (at La Perouse) on behalf of Woollahra Council and to provide a short report that outlined key strengths and opportunities for the strategy to address. These included recommendations that Woollahra Council should: do more to highlight the unique First Nations history of the area; work with the First Nations community around cultural development programs, by making space/ venues available for cultural programs such as artefact making, cultural dancing, fundraising events to support language and culture

revitalisation; and advocate with other government stakeholders in the area to ensure First Nations stories are told consistently and collaboratively.

Interviews with First Nations cultural practitioners indicated a desire for Council to better consider and support local First Nations artists in grants and expressions of interest processes and the impacts of the current gallery exhibition model on emerging artists. They also noted the importance of non-Indigenous organisations showing their value for First Nations arts and culture (not expecting people to work 'for free') and the difficulties for First Nations artists in navigating the structures, policies and regulatory aspects of local government administration. A final, significant comment related to the importance of Woollahra Council building relationships with local creatives and an ongoing program that celebrates First Nations culture – “not just NAIDOC Week”.

The data gathered and analysed from the community engagement phase of the project was highly consistent with the findings from the literature review and benchmarking exercises that occurred during the 'Discovery' phase of the

3.4 | What the community told us about arts and culture in Woollahra

project. Key themes, around engaging with First Nations people, recognising and championing what is unique about Woollahra, increasing accessibility, affordability, inclusion and celebration of diversity were reflected, as were expectations around Council's role as an enabler of creativity, rather than as, implicitly, the deliver of arts and cultural services.

A key concept expressed in the literature, that was also strongly expressed, although in different terminologies, was that of the creative ecosystem and Council's role, along with other levels of government in fostering relationships, leveraging assets, providing grants and encouraging collaboration to develop a flourishing ecosystem. This included pursuing opportunities for partnerships, sponsorship and philanthropical contributions to local arts and cultural assets and activities.

The opportunities provided for creatives to make better use of Council's numerous assets – some of which are identified 'cultural' infrastructure and others of which are described as 'community' spaces and the benefit to Council and community of seeing these assets activated (and in turn activating local areas) was another important theme to emerge in both the literature and via community consultation.

One area of current and future development in the arts and culture sector that is identified through the literature, was identified by Councillors, but provoked little attention or discussion from the community was the area of digital arts, film and screen, including the need to enhance the skills of arts practitioners for a digital future. While this theme is acknowledged, the limited interest from the community meant that this is not included in the strategy, however it will be collated into the list of ideas for future reference of Woollahra



Children doing craft at Woollahra Libraries
Spark Truck event at Cooper Park.

Woollahra
Municipal
Council



536 New South Head Road,
Double Bay NSW 2028

T: 02 9391 7000

E: records@woollahra.nsw.gov.au
woollahra.nsw.gov.au

Follow us



Download the Council App
woollahra.nsw.gov.au/app

Have your say
yoursay.woollahra.nsw.gov.au



Appendix | Research to inform Arts and Culture Strategy and action plan

August 2024

Contents



**INSTITUTE
FOR
REGIONAL
FUTURES**

Document preparation

This document was prepared on Awabakal and Worimi Land by the Institute of Regional Futures for Woollahra Council.

The University of Newcastle acknowledges the traditional custodians of the lands within our footprint areas: Awabakal, Darkinjung, Biripai, Worimi, Wonnarua, and Eora Nations.

We also pay respect to the wisdom of our Elders past, present and emerging.

© The University of Newcastle 2024. Apart from any use as permitted under the Copyright Act no part may be reproduced by any process without the permission of the publishers.

Disclaimer: The information contained herein is believed to be reliable and accurate. However, no guarantee is given as to its accuracy or reliability, and no responsibility or liability for any information, opinions, or commentary contained herein, or for any consequences of its use, will be accepted by the University, or by any person involved in the preparation of this report.

1 Background	41
1.1 Overview	41
1.2 This project	41
1.3 Project approach	42
1.4 This report	43
2 Woollahra – demographic, social and economic context	44
2.1 About Woollahra	44
2.2 Population	45
2.3 Household type and composition	48
2.4 Income and expenditure	51
2.5 How people spend their time	53
2.6 Implications for the Strategy and Action Plan	54
3 Current and future policy context for arts and culture in Woollahra	56
3.1 Overview	56
3.2 Why arts and culture are important to us	56
3.3 Australian Government strategic directions	56
3.4 NSW Government strategic directions	58
3.5 Woollahra Council strategic context	61
3.6 Implications of the strategic and policy context for the Strategy and Action Plan	63

Contents

4 Current and future practice context for arts and culture in Woollahra	64	6 Arts and culture infrastructure in Woollahra	95
4.1 Overview and definitions	64	6.1 Overview	95
4.2 The value of the arts and creativity in culture	66	6.2 Council owned infrastructure	97
4.3 Community arts and cultural development	67	6.3 Commercial galleries	100
4.4 Local government support of the arts and culture	68	6.4 Public art	101
4.5 Arts and culture strategic planning in local government	70	6.5 Schools and places of worship	103
4.6 Provision of creative spaces as part of cultural planning	74	6.6 Arts and culture programs delivered by Woollahra Council	105
4.7 Community engagement in arts and culture for placemaking	75	6.7 Recreation	107
4.8 Trends and recent developments	80	6.8 Woollahra is part of a broader cultural ecosystem	108
4.9 Measuring the value of arts, culture and creativity	84	6.9 Potential future requirements	109
4.10 Role and contribution of non-government organisations	86	6.10 Implications for the Strategy and Action Plan	109
4.11 Implications for the Strategy and Action Plan	87	7 Key implications for the Strategy and Action Plan	111
5 Stakeholder engagement	88	8 Evaluating the Woollahra Arts and Culture Strategy and Action Plan	113
5.1 Overview	88	Attachment A: Key documents reviewed	115
5.2 Engagement methodology	89	Attachment B: Themes from comparator councils	116
5.3 Key themes from the community survey	91	Attachment C: Ideas and opportunities for future Arts and Culture Strategies – identified through community engagement	129
5.4 Key themes from the workshops	92	Attachment D: Literature review – arts and culture: context, current practice and future trends	132
5.5 Implications for the Strategy and Action Plan	94	Appendix E Community engagement – report from Gujaga Foundation	144

1 | Background

1.1 | Overview

Strategic planning for arts and culture is a growing area of focus for local government, nationally and internationally. Fostering the arts, culture and creative life contributes to economic outcomes, builds a sense of community and place, improves social wellbeing, inclusion and connections. Thriving creative industries attract visitation, residency and investment in local areas. As such, it is not surprising that government agencies, including local government, are interested in supporting cultural infrastructure, services and programs to leverage the social and economic value that they can generate, on behalf of their communities.

While practices of arts and cultural planning vary widely, an increasing number of Australian councils are developing arts and culture, or 'creative city' strategies, to capture their vision for cultural life, to direct and focus their investment and to identify and articulate the outcomes their community is seeking.

1.2 | This project

Woollahra Council (Council) appointed the University of Newcastle (the University) to co-design an Arts and Cultural Strategy and four-year Action Plan (Strategy and Action Plan) for the local government area.

The aim of the Strategy and Action Plan is to provide a strategic direction on Arts and Culture across Council's Local Government Area (LGA or Woollahra).

The key aims of the project were to:

- Determine the overall vision for social and economic outcomes from arts and culture for Council, its partners, the general community and the arts community.
- Understand current and future arts and cultural infrastructure needs.
- Identify priorities and actions over the next four years for Council to deliver, enable or advocate for, such as grants and sponsorship programs or arts and cultural infrastructure.

This is Woollahra's first, designated Arts and Culture Strategy. It builds on the Woollahra Social and Cultural Plan 2018-2030 and the Municipality's long-term commitment to arts and culture. The Strategy and Action Plan has its genesis in the community's vision for arts and culture as a valuable public good which supports social cohesion, civic pride and quality of life. A secondary consideration was the desire to create a framework to define the purpose, direction and strategic value and to better integrate, the variety of arts, culture and creative activities being delivered within the Municipality.

It is important to interpret this strategy within this context – to recognise the relationship between social and cultural outcomes and that, as the first iteration of a cultural plan, the Strategy is laying the foundation for the creative life of Woollahra into the future. Many local governments across the country have had a viable arts and culture plan for many years and their experience has demonstrated that achieving the ambition of fostering creative life within a local community requires ongoing commitment.

1 | Background

The Strategy has also been developed within the scope of Woollahra's existing resources and budget allocation, which in turn reflect the priorities of the community for Council investment. Its aspirations are therefore shaped within these parameters, while identifying actions and outcomes that are strategic and innovative.

1.3 | Project approach

Starting in April 2024, the project to design the Arts and Culture Strategy and Action Plan involved:

- Site visits to Council's key arts and culture assets and infrastructure to provide a context for strategy development.
- Desktop literature review to understand the current policy environment within and outside Council, national and international trends in arts, culture and community creative life and best practice approaches to arts and culture strategy development from adjacent and similar local governments.
- Desktop review of existing Council documents and key policies (see Appendix A for list of documents reviewed) and discussions with Council staff to understand progress to date on action plans and how actions are currently funded and delivered and how outcomes are being measured.
- Desktop review of comparator Council arts and culture strategies and service provision, with additional data gathered via focus group interviews with comparator Council representatives. Mapping of recurring strategic themes and objectives (Appendix B).
- Preparation of an inventory of Council's key arts and culture assets, as well as those held in private ownership or by other government organisations. The

inventory informed the cultural infrastructure mapping phase of the project, as well as strategy development.

- Stakeholder engagement including:
 - A meeting and a workshop with Council's Arts and Culture Advisory Committee and Councillors
 - Online community survey (n=74)
 - 2 face to face workshops
 - 7 online workshops, one with Woollahra's arts and culture strategy project team
 - 10 internal and external stakeholder interviews, 2 with First Nations stakeholders
 - Contract with the Gujaga Foundation to undertake consultation with the La Perouse First Nations community on behalf of Council
- Interview with the General Manager
- Presentation to the Executive Leadership Team
- Action Plan workshop with Council's internal stakeholders to operationalise the key themes and directions of the Strategy by co-designing a 4-Year Action Plan.

The community, including residents, businesses, visitors and arts and culture stakeholders were asked about their needs, expectations, priorities and aspirations for arts and culture.

Representatives of Create NSW and Creative Australia were consulted, as were representatives of neighbouring and comparator Councils, while a representative from the office of the local member also provided input. Woollahra Council's arts and culture staff group, the Arts and Culture Advisory Committee and

1 | Background

the General Manager were engaged in both the data-collection phase of the strategy process and the analysis, refinement and action planning stages.

A discrete process for consultation with the First Nations community was included in the project's engagement strategy. The Gujaga Foundation was contracted to consult their local community (at La Perouse) on behalf of Woollahra Council and to provide a short report that outlined key strengths and opportunities for the strategy to address.

1.4 | This report

This report includes:

- Project background (Section 1)
- Demographic, social and economic context of the Woollahra LGA (Section 2)
- Current and future policy context for arts and culture in Woollahra (Section 3)
- Current and future practice context for arts and culture in Woollahra (Section 4)
- Stakeholder engagement (Section 5)
- Arts and culture infrastructure in Woollahra (Section 6)
- Key implications for the Strategy and Action Plan (Section 7)
- Evaluating the Woollahra Arts and Culture Strategy and Action Plan (Section 8)
- Appendices.

2 | Woollahra – demographic, social and economic context

2.1 | About Woollahra

Woollahra is located in the eastern suburbs of Sydney, with significant frontage to Sydney Harbour. With a total land area of 12 square kilometres the Woollahra Local Government Area (LGA) comprises the suburbs of Bellevue Hill, Darling Point, Double Bay, Edgecliff, part of Paddington, Point Piper, part of Rose Bay, part of Vaucluse, Watsons Bay and Woollahra.

Situated about 5 kilometres from Sydney GPO, it adjoins City of Sydney, Waverly and Randwick local government areas. Established as a municipality in 1860, the Woollahra community is among the wealthiest in New South Wales, with a score of 1,110 on the SEIFA index, placing it in the top 10% of areas of advantage in Australia. The relative advantage of the municipality is reflected in Woollahra's 2024 community satisfaction survey which indicates that 95% of residents in Woollahra feel that it is a good place to live.¹

The traditional custodians of the Woollahra area are the Gadigal and Birrabirragal people and there are more than 70 sites of significant Indigenous cultural value in the LGA. The LGA also includes a number of heritage conservation areas and there are more than 600 heritage items listed in the *Woollahra Local Environmental Plan 2014*. Of these items, 31 are listed on the State Heritage Register. The entire suburb of Paddington is listed as a heritage conservation area. Woollahra's Queen Street and Oxford Street have a unique character both day and night, and Double Bay is a cultural area with a state of the art library and flourishing food culture.

¹ Micromex 2021. *Woollahra Community Satisfaction Survey*.

Arts and culture, are key aspects of community life in Woollahra. The area has the greatest concentration of private galleries and major auction houses in Australia. A high-profile population of artists and writers live and work in the area and a significant number of residents are employed in creative industries.

The area is also unique in Sydney for its concentration of independent schools, high calibre aged care facilities and international consulates.

The community values the beauty of the Woollahra natural environment, parks and recreation areas. There is strong commitment to maintaining foreshores and beaches, protecting heritage values and buildings and encouraging sustainable development.

A review of the socio-economic and demographic context of Woollahra provides the foundation for understanding who lives here, how they live and what their needs and expectations for arts and culture may be. This section provides a snapshot of the current and projected socio-economic characteristics of the Woollahra. The population data provided is derived directly from Australian Bureau of Statistics Data cubes Census Data (2021) and Planning NSW population projections.

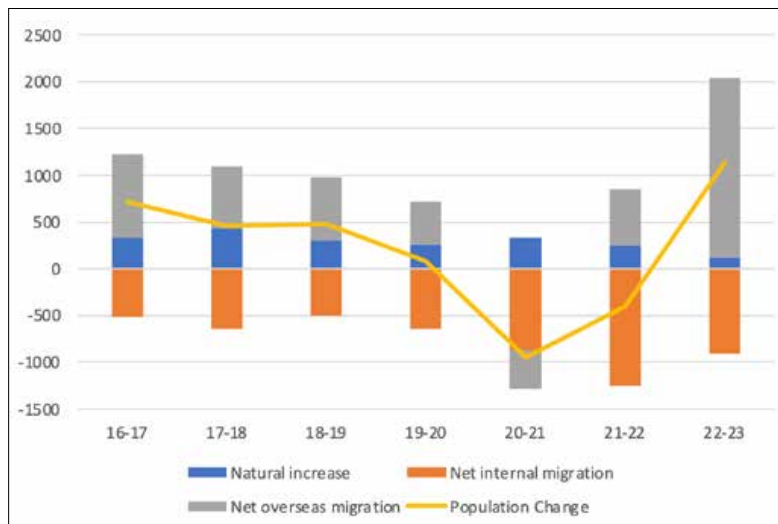
The University appreciates that Woollahra Council subscribes to Profile.id for its population data and that the data in this section of the report may differ slightly from the .id data, owing to timing and (in the case of projections) algorithms applied. However, these differences are minor and do not make a material difference to planning and analysis (for example resident population of 53,505 (ABS) vs 54,606 (profile.id) is a difference of 2%.

2 | Woollahra – demographic, social and economic context

2.2 | Population

In 2022, Woollahra had a population of 53,505 people which is predicted to rise steadily, reaching 61,954 people by 2041.² Population growth is largely from overseas migration and some net natural increase (although this is relatively low) with consistently negative internal migration. This is shown in Figure 2.1.

Figure 2.1: Components of population change



Source: 2022 NSW Common Planning Assumption Projections for year ending 30 June. Explore the data | Planning (nsw.gov.au)

² 2022 NSW Common Planning Assumption Projections for year ending 30 June. Explore the data | Planning (nsw.gov.au)

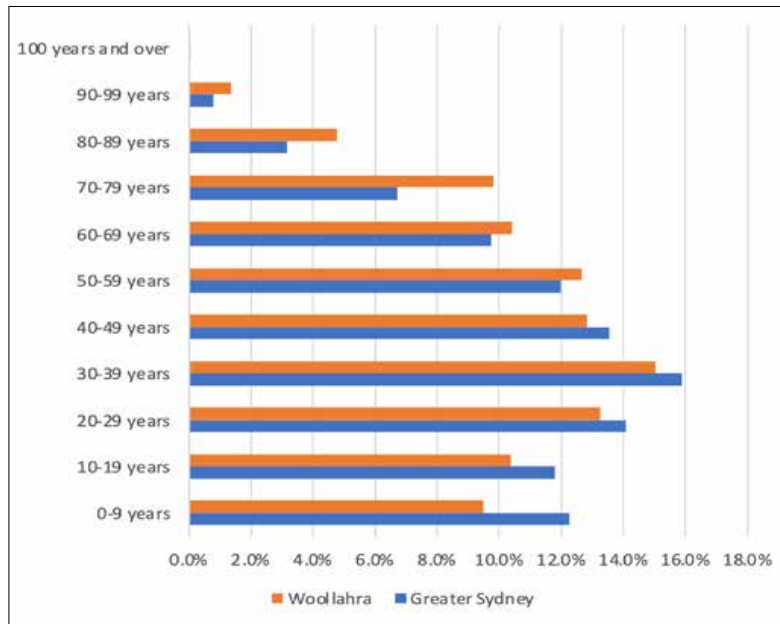
The negative internal migration indicates that people tend to relocate to areas outside of Woollahra rather than to move within Woollahra.

The population showed a significant decline during and immediately after the Covid-19 pandemic with a decrease in overseas immigration (not unexpected) and increasing internal migration out of the area. More recent increases in net overseas migration are most likely reflective of overall increases in immigration due to border re-openings and government policy following the Covid-19 pandemic.

The age distribution shows that the population is older than Greater Sydney in general, with a higher percentage of the population aged over 50 years (close to 40%). However, only about 3% of the population needs assistance for core activities. This is shown in Figure 2.2.

2 | Woollahra – demographic, social and economic context

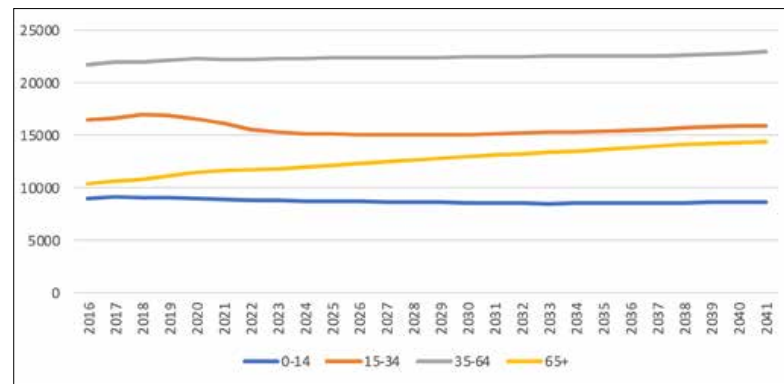
Figure 2.2: Age distribution



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Age by LGA, accessed 08 April 2024.

The median population age is 40 years, projected to increase to 42 years by 2041. The change in migration patterns associated with the Covid-19 pandemic has seemingly increased the rate at which population ageing is occurring, due to net emigration of younger individuals during this period. This is shown in Figure 2.3.

Figure 2.3: Population forecast by age group



Source: 2022 NSW Common Planning Assumption Projections for year ending 30 June. Explore the data | Planning (nsw.gov.au)

Overall, the cohort of people aged over 65 years is predicted to continue to grow, with a reduction in the number of people aged 0-14 and 15-35 years. The number of people in the population aged 35-65 years will largely remain steady.

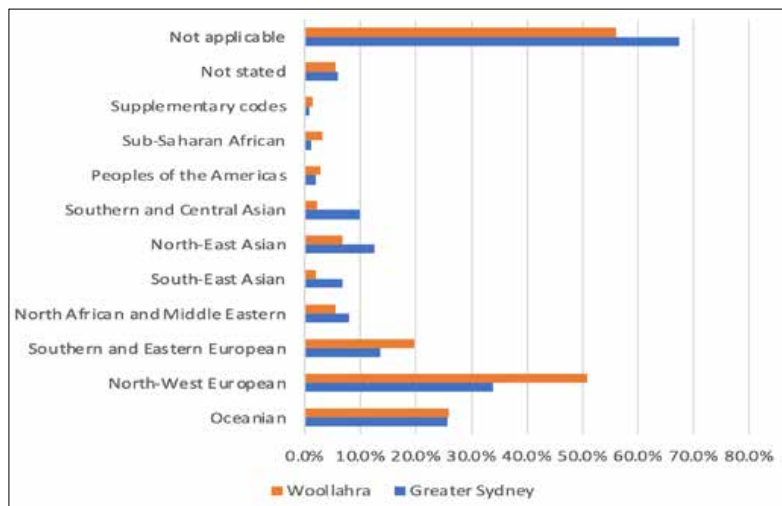
Woollahra shows smaller than average representation of First Nations people within its community, with 207 people (0.3% of the population) identifying as Aboriginal and Torres Strait Islander at the 2021 Census. This is not surprising given the age and location of the municipality and the historical displacement of First Nations people since European settlement.

2 | Woollahra – demographic, social and economic context

Woollahra has a higher percentage of people who identify their ancestry as 'North-Western European' than the average for Sydney. This is shown in Figure 2.4 below.

Population data indicates that 20,692 people who live in the area were born overseas (38.7% of the population). The distribution of people who identify as being born overseas, across Woollahra, is fairly even, although there is a cluster of people with European ancestry around the suburb of Paddington.

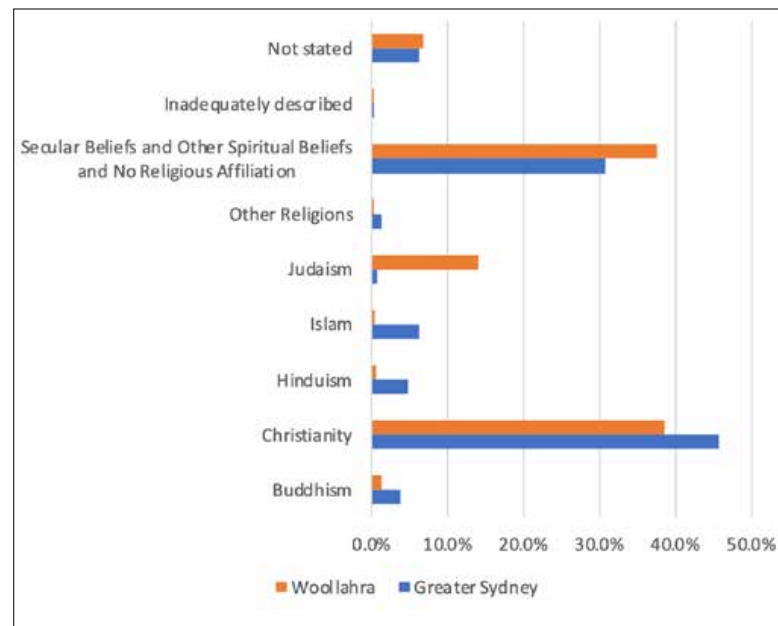
Figure 2.4: Ancestry for whole of Woollahra



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Ancestry by LGA, accessed 08 April 2024.

Woollahra has higher rates of Judaism and somewhat lower rates of other religious affiliations than Greater Sydney. This is shown in Figure 2.5.

Figure 2.5: Religious affiliation in Woollahra

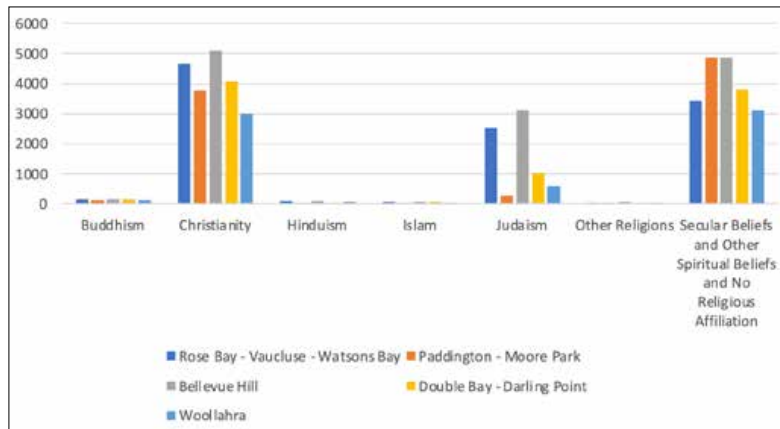


Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Ancestry by LGA, accessed 08 April 2024.

2 | Woollahra – demographic, social and economic context

In addition, there is a higher proportion of Judaism in Rose Bay-Vaucluse-Watsons Bay and Bellevue Hill than in other suburbs. This is shown in Figure 2.6.

Figure 2.6: Religious affiliation by suburb in Woollahra

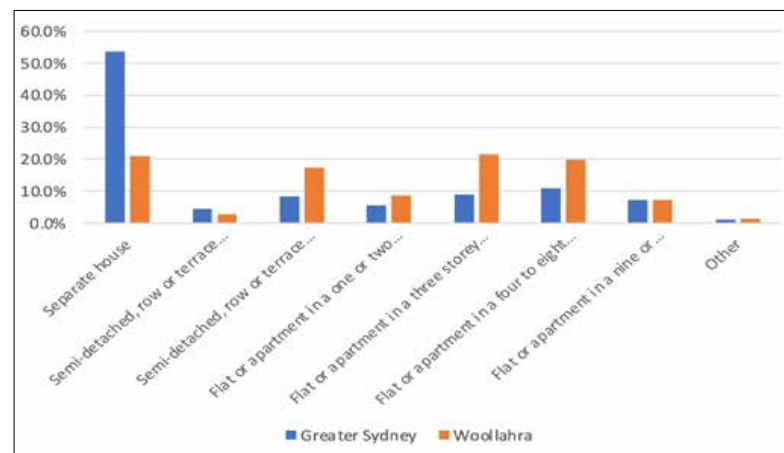


Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Ancestry by SA2, accessed 08 April 2024.

2.3 | Household type and composition

Woollahra has higher density housing than Greater Sydney as a whole. This is shown in Figure 2.7.

Figure 2.7: Dwelling structure compared to Greater Sydney

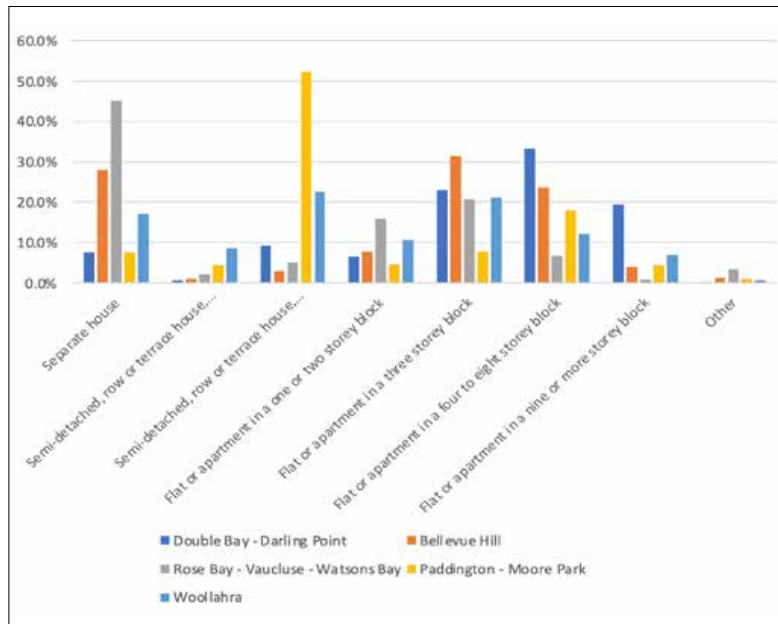


Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Dwelling by LGA, accessed 08 April 2024.

This differs between suburbs. Over 50% of people in Double Bay live in apartments, over 50% in Paddington live in a semi-detached or terrace house, about 45% in Rose Bay-Vaucluse-Watsons Bay live in a separate house and Bellevue Hill and Woollahra a mix of separate houses (also terrace houses for Woollahra) and apartments. This is shown in Figure 2.8.

2 | Woollahra – demographic, social and economic context

Figure 2.8: Dwelling structure by suburb

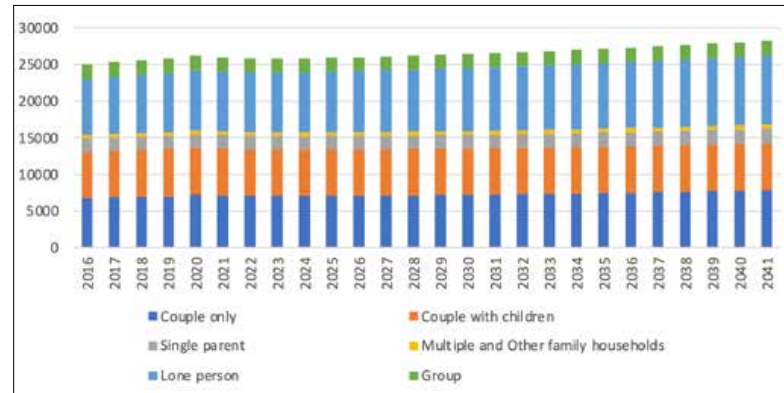


Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Dwelling by SA2, accessed 08 April 2024.

Household composition is fairly equally distributed between couples with no children, couples with children and lone person/single parent households and is set to remain constant for the foreseeable future. This most likely reflects existing housing types detailed in Figures 2.6 and 2.7 and also future housing

types (mostly apartments planned or under construction) which will increase density, especially in Double Bay-Darling Point around the Double Bay retail precinct and also at the Edgecliff Centre redevelopment on New South Head Road. This is shown in Figure 2.9.

Figure 2.9: Household composition

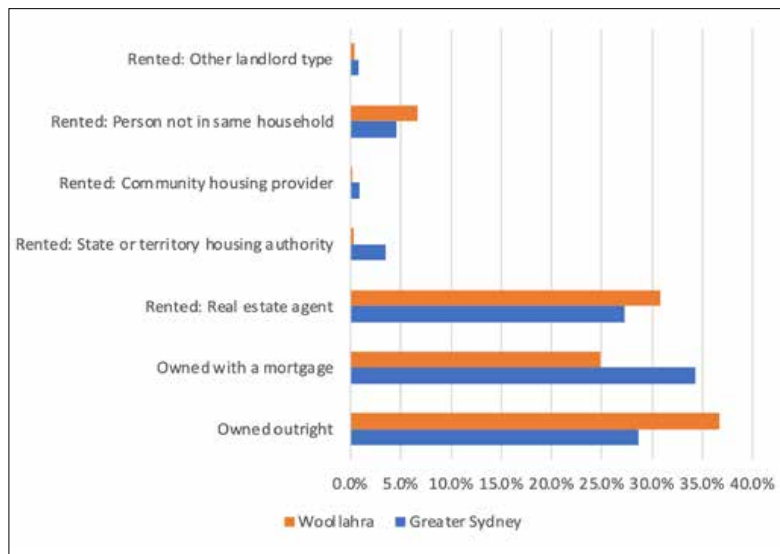


Source: 2022 NSW Common Planning Assumption Projections for year ending 30 June, Explore the data | Planning (nsw.gov.au)

People in Woollahra are more likely to own their house outright and less likely to be renting from a community or state housing provider. In addition, there are significantly fewer people renting in community housing or from a public housing authority provider than in Greater Sydney. This is shown in Figure 2.10.

2 | Woollahra – demographic, social and economic context

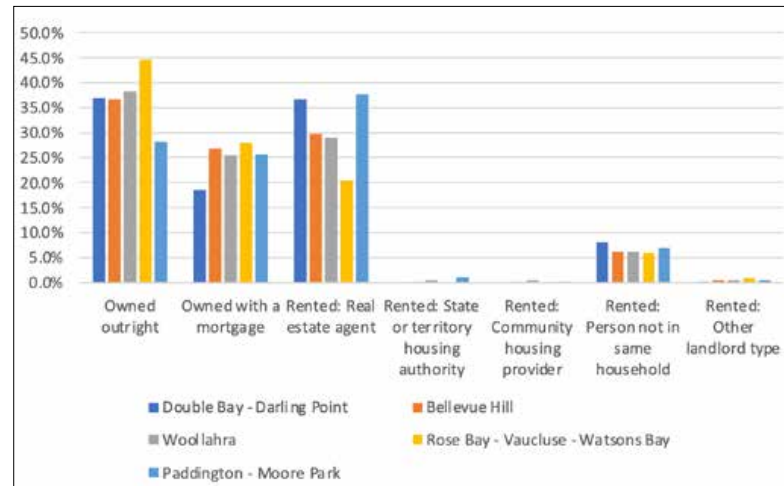
Figure 2.10: Tenure and landlord type compared to Great Sydney



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Tenure and landlord type by LGA, accessed 08 April 2024.

Overall, most people own a property outright or with a mortgage (around 52%) while a substantial number rent on the private market (around 39%). There are slight variations between suburbs. This is shown in Figure 2.11.

Figure 2.11: Tenure and landlord type by suburb



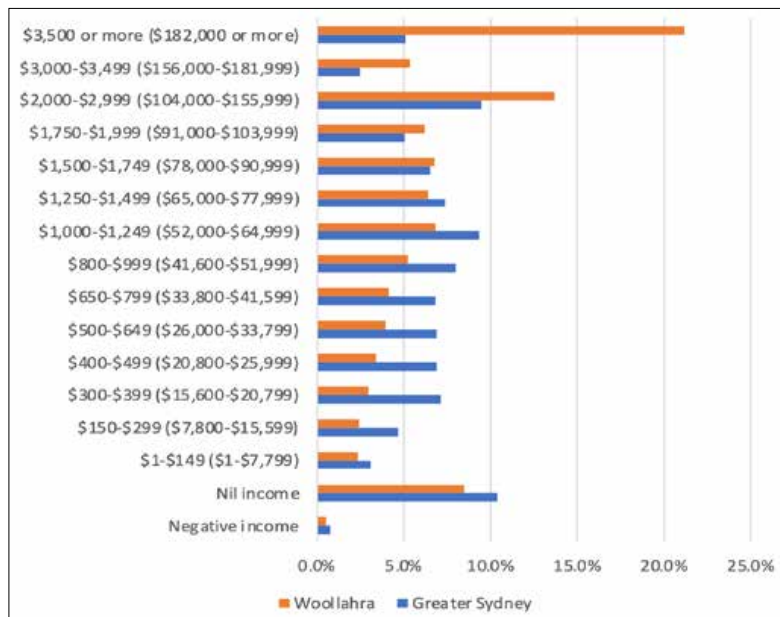
Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Tenure and landlord type by SA2, accessed 08 April 2024.

2 | Woollahra – demographic, social and economic context

2.4 | Income and expenditure

Overall, earnings across the Woollahra LGA are substantially higher than the Greater Sydney average, with a large portion (around 22%) of the population falling into the top income bracket and around 40% in the top three income brackets. This is shown in Figure 2.12.

Figure 2.12: Weekly income compared to Greater Sydney



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Total personal income (weekly) by LGA, accessed 08 April 2024.

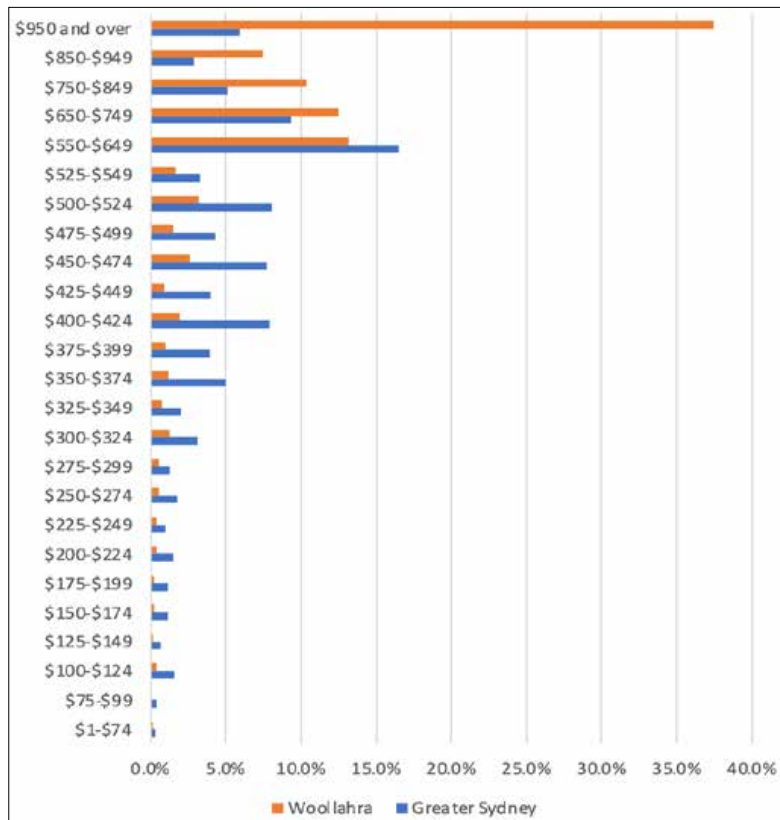
Levels of weekly income are fairly evenly distributed across the suburbs that comprise Woollahra LGA.

Of those people with a mortgage i.e. those who do not own their home outright, close to 75% pay more than \$3,000 per month for their mortgage. The level of mortgage commitment is also distributed fairly equally across the suburbs although people in Rose Bay-Vaucluse-Watsons Bay pay slightly higher mortgages per month than those from other suburbs in Woollahra.

Weekly rental costs (excludes those that do not pay rent) are also significantly higher in Woollahra than in Greater Sydney. Close to 84% of renters pay more than \$550 in weekly rent. This is shown in Figure 2.13.

2 | Woollahra – demographic, social and economic context

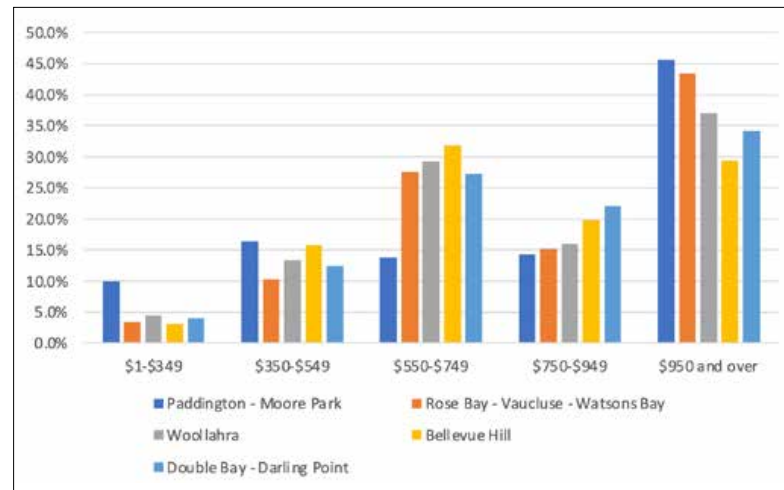
Figure 2.13: Weekly rental costs compared to Greater Sydney



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Rental costs (weekly) by LGA, accessed 08 April 2024.

Weekly rent differs across the suburbs that comprise Woollahra LGA and this is most likely due to differences in housing type i.e. more apartments in Double Bay-Darling Point. This is shown in Figure 2.14.

Figure 2.14: Weekly rental costs by suburb



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Rental costs (weekly) by SA2, accessed 08 April 2024.

2 | Woollahra – demographic, social and economic context

2.5 | How people spend their time

There are more jobs per capita in Woollahra than for Greater Sydney (0.91 compared to 0.79) and more businesses per capita (0.19 compared to 0.11).³ There are fewer people on the aged pension (3.6% compared to 7.8%) which is most likely reflective of the higher income and personal wealth of those who live in Woollahra.

According to the ABS, during 2021-22, one third (32%) of Australian adults participated in at least one cultural activity, a slight increase from 31% in 2017-18. Women were more likely to participate (39%) than men (25%) and people aged 15-24 years were more likely to participate (41%) than any other age group.

The most popular cultural activity cited was a visit to the cinema (44% of adults), while craft and visual arts activities were the activities that people were next most likely to pursue.

Australian cultural and creative industries attracted \$160 billion in 2020–21, the most recent year for which data was available. In the comparison year, 2017–18, these industries attracted an estimated \$141 billion, indicating 13% growth. Not-for-profit organisations in these industries attracted \$1.2 billion in 2019–20, while the majority of income was derived from sales and services.

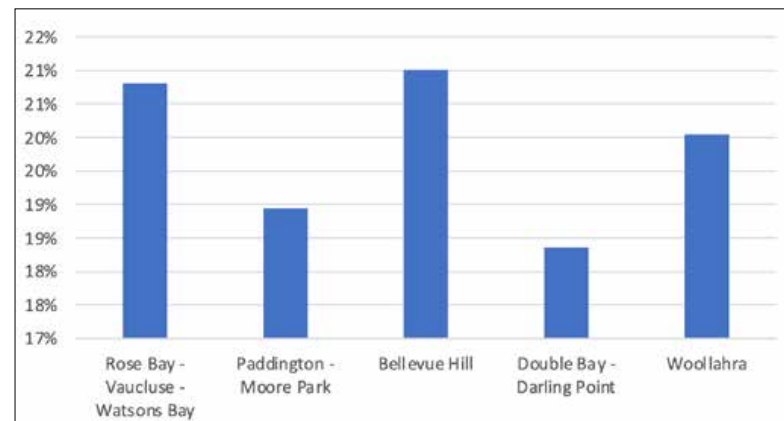
The 2021 Census indicates that, with a little under a 10% increase, Arts and Recreation (which includes both arts and culture and fitness, gaming and other recreation sectors) recorded the highest growth as the industry of employment

³ Source ABS Data by Region, Woollahra and Greater Sydney, Data by region | Australian Bureau of Statistics (abs.gov.au)

for residents of Woollahra between 2016 and 2021. A little under 700 people reported that they worked in this sector at the 2021 Census.

At the 2021 census 8,550 people in Woollahra indicated that they were volunteers (close to 20% of the population), which is a higher rate of volunteerism than the average for Greater Sydney. Of the people who volunteer, most live in Rose Bay-Vaucluse-Watsons Bay and Bellevue Hill, potentially reflecting the larger household size and higher weekly income of these residents i.e. potentially only one person working in the household. This is shown in Figure 2.15.

Figure 2.15: Volunteering by suburb

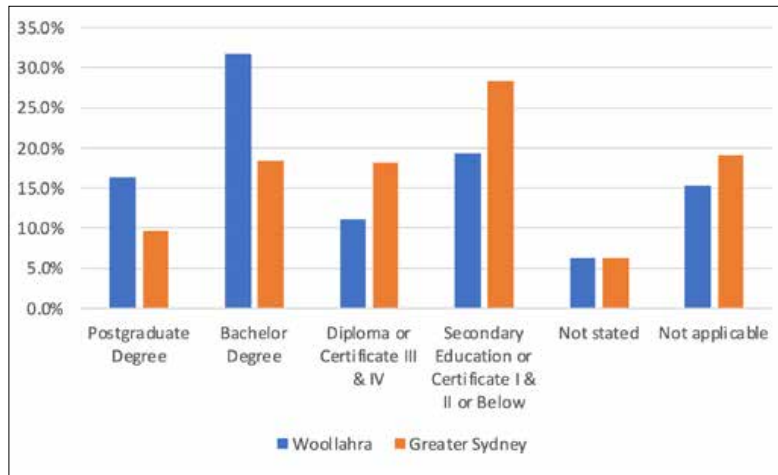


Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, Volunteer status by SA2, accessed 08 April 2024

2 | Woollahra – demographic, social and economic context

Overall, people in Woollahra have a higher level of education than Greater Sydney with close to 50% (compared to about 27%) having a bachelor or postgraduate degree. This is shown in Figure 2.16.

Figure 2.16: Highest level of education



Source: Australian Bureau of Statistics, Census 2021 Tablebuilder, HEAP by LGA., accessed 08 April 2024

2.6 | Implications for the Strategy and Action Plan

Key implications include:

- The relatively steady, projected rise in Woollahra’s population to 2041 means that more people across Woollahra may seek opportunities to participate in arts and culture, particularly if the increased resident population is housed in higher density housing
- However, the population is expected to age to 2041 with a high median age of 42 and a higher proportion of people over 50 years old (rising to over 40% in the future). This will be relevant for venue accessibility, offer types (potentially daytime rather than night-based activities) and points to opportunities to employ arts and culture as a mechanism to promote health and well-being
- The slight reduction in residents aged 0 to 35 years is most likely the result of declining birthrate and slowing natural increase. Another possible factor is that younger people and families cannot afford to live in Woollahra due to high mortgage and rental costs. The lower number of younger people in the population will have implications for resourcing and programming

2 | Woollahra – demographic, social and economic context

- Due to the historical relocation of First Nations people from traditional lands to missions and reserves (for example to La Perouse), today there are few First Nations people living in Woollahra (about 200). This presents complexities when balancing recognition and inclusion of First Nations peoples and culture against Woollahra’s traditional, predominantly European culture (and continued migration from Europe and Asia) and the relatively high proportion of people who affiliate with Judaism
- Current and future planning for housing density means that there is likely to be more couples and single people and fewer families, although this varies between individual suburbs within the Woollahra LGA. Arts and culture may therefore play a role to combat loneliness and to create social inclusion and cohesion for those living in one- or two-person households
- Importantly, mortgage and rental costs are extremely high which can be prohibitive for the types of people in the creative sector who might want to live and work in Woollahra. This, coupled with a lack of affordable housing and public/community housing provision, poses a risk to the development of creative life and a ‘creative class’ in Woollahra
- Volunteering levels are relatively high and this, coupled with an ageing population, may present opportunities to further engage volunteers in service delivery for arts and culture.

3.0 | Current and future policy context for arts and culture in Woollahra

3.1 | Overview

This section provides an overview of the current and future policy context for arts and cultural planning in Woollahra. It has been developed through a review of both the academic and 'grey' literature on arts and culture, via benchmarking and best practice reviews of local government arts and culture strategies and by analysis of challenges and trends for government in relation to cultural sustainability.

3.2 | Why arts and culture are important to us

Arts and culture have been part of the human psyche and community life, since the dawn of history. Evidence of participation in cultural activity and the creation of cultural artefacts pre-dates the emergence of modern, human society by millennia, so it is no surprise that it remains a valued, integral part of who we are and what we do.

Cultural life generates positive impacts for individuals, communities, societies and economies. It binds communities together, by providing opportunities for sharing of experiences, ideas and values, enabling personal creativity and expression, promoting diverse voices and perspectives, and developing and maintaining a sense of identity and belonging. Arts and culture contribute to personal and social growth, change and cohesion. They provide pathways to different worlds and different world views – with shared cultural experience offering opportunities for understanding and dialogue.

As an important public 'good', in a time of fast-paced change and growing societal challenges – from housing affordability to climate change – arts and

culture enable emotional release, reduce feelings of isolation, strengthen people's connection to place, provide opportunities for reflection and foster optimism and resilience.

Arts and culture have also been recognised in recent decades as key economic drivers, from the obvious example of mass-entertainment forms, like movies and online gaming, through the rejuvenation of ailing communities by the 'creative class', to the stimulation of the 'visitor economy', to the positive health benefits (and accompanying reduction to the health burden) of creative expression. A community rich in culture creates intrinsic and extrinsic value for those who live there.

Creative communities are places where all community members have abundant opportunity to engage in diverse cultural forms – and do so. They are places where diverse cultural traditions, perspectives and practices are respected and shared and where the status and ongoing contribution of First Nations peoples is celebrated. They are places where the value arts and culture generate is recognised by governments who contribute to its sustainability. They are places like Woollahra.

3.3 | Australian Government strategic directions

The Australian Government released the national cultural policy *Revive* in January 2023.⁴ The intent of this policy is 'to change the trajectory of the creative sector, to deliver new momentum, so that Australia's artists and arts

⁴ Commonwealth of Australia 2023. *Revive: a place for every story, a story for every place*. Available at: <https://www.arts.gov.au/sites/default/files/documents/national-culturalpolicy-8february2023.pdf>

3.0 | Current and future policy context for arts and culture in Woollahra

workers, organisations and audiences thrive and grow, and our arts, culture and heritage are re-positioned as central to Australia's future'.⁵

Revive's ten principles are:⁶

- 1 First Nations arts and culture are First Nations led
- 2 All Australians, regardless of language, literacy, geography, age or education, have the opportunity to access and participate in arts and culture
- 3 Artists and arts workers have career structures that are long-term and sustainable, supported by vocational pathways
- 4 Australian students have the opportunity to receive an education that includes culture, creativity, humanities and the arts
- 5 Creative talent is nurtured through fair remuneration, industry standards and safe and inclusive work cultures
- 6 Arts and cultural organisations have representation and leadership that is reflective of contemporary Australia
- 7 Cultural infrastructure, including galleries, venues, theatres, libraries, museums, archives and digital collections, is restored, built and maintained
- 8 Australian stories are seen and heard, regardless of platform
- 9 Creative industries and practice are future focused, technology enabled, networked and globally recognised, including through reciprocal exchange, export and cultural diplomacy
- 10 Arts and culture are generative (creating new works and supporting emerging artists) and preservative (protecting heritage and conserving cultural memory).

⁵ Ibid. p.16.

⁶ Ibid. p.19.

Revive is structured around five interconnected 'pillars' each with a range of actions:⁷

- 1 **First Nations First:** Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture
- 2 **A Place for Every Story:** Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture
- 3 **Centrality of the Artist:** Supporting the artist as worker and celebrating artists as creators
- 4 **Strong Cultural Infrastructure:** Providing support across the spectrum of institutions which sustain our arts, culture and heritage
- 5 **Engaging the Audience:** Making sure our stories connect with people at home and abroad.

One of the key drivers of the policy is taking a whole-of-government approach in terms of nation-building:

*While the Arts portfolio drives cultural policy, it doesn't own it. Cultural policy goes to the place of culture within government and in turn within the nation. At its best it affects the whole of government, from how our youngest Australians first engage with music, through to the role of art in helping those with dementia or trauma, and ultimately in complementing Australia's diplomatic and trade work around the globe.*⁸

⁷ Ibid. p.18.

⁸ Ibid. p.7.

3.0 | Current and future policy context for arts and culture in Woollahra

3.4 | NSW Government strategic directions

The NSW Government, through Create NSW released a new 10-year *NSW Arts, Culture and Creative Industries Policy 2024-2033* called *Creative Communities* in December 2023.⁹ *Creative Communities* is designed to complement *Revive* and represents a change in focus for arts and culture in NSW because it:¹⁰

- Is a policy that puts arts, culture and the creative industries at the heart of NSW
- Embraces the special role of government in the twenty-first century as the cultural and creative ecosystem's key advocate, enabler and investor
- Reimagines cultural policy as a whole-of-government activity (as with *Revive*, see Section 3.2).

Many governments around the world are increasingly recognising the value of arts and culture and their role in fostering arts, culture and creativity within their jurisdiction. This includes recognising that the outcomes of investment in cultural life should be measured via indicators that go beyond evaluating the intrinsic value of arts and culture towards a consideration of its instrumental and institutional value (see more discussion in Section 4.2).

Creative Communities reflects this paradigm by acknowledging:¹¹

- The opportunity to participate in, and contribute to, cultural life is a fundamental human right.
- Cultural activities...must be available to everyone
- The power of cultural engagement to enhance belonging and social cohesion
- Arts and culture enhances the wellbeing of people [as individuals] throughout their lifetimes
- Culture is also essential to community wellbeing
- Culture is a public good
- Culture is the key to belonging
- Cultural experiences help us learn and develop a stronger sense of identity.

Creative Communities also prioritises investment, strategies and programs for First Nations creatives; accepts the obligation to preserve, support and nurture First Nations culture and art; and recognises that for Australia's First Peoples, culture is the inseparable expression of ancient law and a guide to contemporary life.¹²

Creative Communities has three core objectives and five principles as shown in Figure 3.1.

⁹ NSW Government 2023. *Creative Communities: Putting culture at the heart of the state: NSW Arts, Culture and Creative Industries Policy, 2024-2033* Available at: <https://www.nsw.gov.au/sites/default/files/2023-12/creative-communities-arts-culture-and-creative-industries-policy.pdf>

¹⁰ Ibid. p.5.

¹¹ Adapted from Ibid. pp. 11-12.

¹² Ibid. p.24.

3.0 | Current and future policy context for arts and culture in Woollahra

Figure 3.1: Objectives and principles for *Creative Communities*¹³



The five principles are that *Creative Communities*:¹⁴

- 1** Recognises the unique gift and responsibility of being home to the world's longest continuous civilisation
- 2** Embraces the broad definition of cultural and creative industries. For creative communities to thrive, more resources and opportunities are needed. Growth will be enabled by reaching across all NSW Government activities, working with Commonwealth and local government and in partnership with commercial and not-for-profit businesses
- 3** Accepts that government and sector leaders have a responsibility to advocate for the benefits of cultural participation, the arts, and creative industries
- 4** Supports sustainable growth
- 5** Takes NSW creativity to the world and bring the world to our stories. This demands a reorganisation of investment priorities and infrastructure provision. NSW will build the capacity to track, measure and support creative industries, so that it becomes a significant participant in this global market, not just a consumer.

¹³ Ibid, p.41.

¹⁴ Ibid, p.65-67.

3.0 | Current and future policy context for arts and culture in Woollahra

The three core themes for *Creative Communities*, each of which have sub-themes and actions, are:¹⁵

1 People:

- Broad and inclusive approach to artists and creative practitioners
- Sustainable careers
- Growing the sector

2 Infrastructure:

- Broad and inclusive approach to infrastructure
- Sustainable organisations and spaces – support resilience and sustainability
- Deliver equitable investment and service delivery across NSW

3 Audiences:

- Broad and inclusive approach to local and global audiences
- Grow the next generation of audiences throughout NSW
- Showcase NSW to the world.

In addition, an important concept within *Creative Communities* is the role of the NSW Government. It is envisaged that it will act as an enabler to ‘strengthen the [arts and culture] ecosystem’¹⁶ because ‘there are things that government can enable by working across departments and in partnership with philanthropists, commercial and not-for-profit enterprises and local organisations’.¹⁷

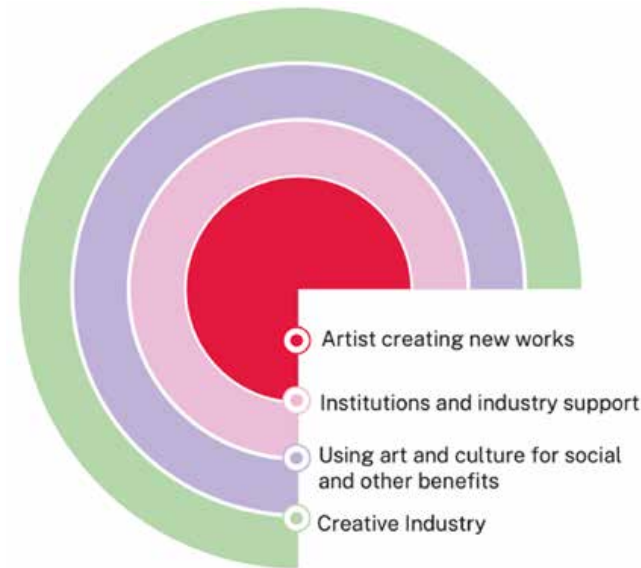
¹⁵ Ibid. p.70.

¹⁶ Ibid. p.57.

¹⁷ Ibid. p.58.

The ecosystem is expressed in Figure 3.2. It is built on the premise that the NSW Government ‘accepts an obligation to find new sources of funding over time...Over the next decade, its ambition will be to see small and medium enterprises grow.’¹⁸

Figure 3.2: The *Creative Communities* arts and culture ecosystem¹⁹



¹⁸ Ibid. p.58.

¹⁹ Ibid. p.57.

3.0 | Current and future policy context for arts and culture in Woollahra

3.5 | Woollahra Council strategic context

In accordance with the NSW *Integrated Planning and Reporting Framework* (IP&R framework) for local government, strategic policy setting starts with the Community Strategic Plan which outlines the community's vision and goals for the future. Beneath this strategy sits a diverse suite of integrated plans detailing the strategic actions that must be undertaken if these visions and goals are to become a reality.

This section examines the key strategies that underpin the development of the Strategy and Action Plan, as well as those that will serve as key enablers of the strategy.

The Integrated Planning and Reporting Framework

The *Woollahra 2032 Community Strategic Plan* (CSP) sets out the community's vision and goals through a range of long, medium and short-term actions. The CSP's principles, values and commitments recognise and build on Woollahra's characteristics including human, cultural, historic and natural systems.

Woollahra's Community Vision is to create **a thriving, inclusive, sustainable and resilient community that will benefit future generations.**

The themes of inclusion, resilience and legacy are particularly relevant to the cultural life of the Woollahra community. There is ample literature and research pointing to the benefits of arts and culture to creating community inclusion, a sense of identity and belonging. Similarly, Woollahra's investment in arts and culture contributes to the wellbeing and participation of future generations, for

example through the creation of public art installations or the preservation of local heritage and local stories.

While the Arts and Culture Strategy and Action Plan will contribute to the achievement of goals across several areas of the *Woollahra 2032* Community Strategic Plan (CSP), the CSP also includes a goal that relates directly to this aspect of community life:

Goal 3: A creative and vibrant community

Goal 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Woollahra's *Local Strategic Planning Statement* (LSPS), sits alongside *Woollahra 2032* and sets out a 20-year land use vision and planning priorities for the future of the municipality. Its overarching goals are to:

- Manage future growth, new technology and changing community needs
- Conserve our heritage, villages, local character and environment
- Ensure resilience and sustainability despite challenges such as climate change
- Identify areas for further detailed strategic planning
- Link Council plans to the implementation of the NSW Government's strategic plans.

In detailing its vision for the future of Woollahra, the LSPS acknowledges that there are opportunities to enhance local community assets for the benefit of everyone, including by supporting access to arts and culture.

3.0 | Current and future policy context for arts and culture in Woollahra

Council's commitment to arts and culture is further developed in the *Woollahra Social and Cultural Plan 2018-2030* which reflects the collective values and priorities of the local community and articulates the vision for Woollahra's social and cultural development. The plan recognises that cultural activities are amongst the leading drivers of quality of life in Woollahra and commits to broadening local offerings of social and cultural places by producing and supporting innovative and creative initiatives in line with arts and cultural aspirations and working in partnership with artists and arts/cultural organisations.

Woollahra has also adopted several other strategies that set the context for development and delivery of the Strategy and Action Plan. These are:

- *Delivery Program 2022/23-2025/26* (the four-year plan to deliver the goals of the CSP)
- *Operational Plan 2023/24* (the annual plan of actions to deliver CSP priorities)
- *Resourcing strategy 2022-2032* (how actions will be resourced), including *Asset Management Strategy 2022/23-2031/32*, *Long Term Financial Plan 2022/23-2031/32* and *Workforce Management Strategy 2022/23-2025/26*.

Enabling strategies and plans

These strategic documents will, to varying degrees, influence the development and delivery of the Strategy and Action Plan. In drafting the Strategy and Action Plan, it will be important in drafting the Strategy to align the principles, goals and actions so that they respond to and support delivery of these strategies:

- **Community Engagement Strategy 2023** outlines both Council's commitment and approach to engaging with the community in alignment with their *Community Engagement Policy* adopted in 2021. The strategy recognises that there are many diverse voices within Woollahra and that every new engagement process will have its own set of impacted and interested stakeholders. As such, it details some of Council's key stakeholders, including arts and cultural institutions, as well as appropriate methods for engaging them.
- **Reflect Reconciliation Action Plan 2022-2023** is Woollahra's first Reconciliation Action Plan (RAP) and was developed by Council's RAP Working Group, in consultation with the Gujaga Foundation and La Perouse Local Aboriginal Land Council (LALC). The RAP provides Council with a formal and appropriate approach to reconciliation with the aim of strengthening relationships with local Aboriginal and Torres Strait Islander communities. As part of this, it identifies opportunities within Council's parks for enhancing First Nations heritage, including interpretation, conservation works, art works and interpretative signage.
- **Disability Inclusion Action Plan** aims to help create a more liveable community by improving the way Council delivers services to people living with disability, promoting positive attitudes/behaviours and increasing employment opportunities and participation. Under the theme 'Liveable Communities', the plan emphasises the importance of creating places and spaces where people of all abilities can participate fully in the recreational, social, cultural and economic life of the Woollahra community.

3.0 | Current and future policy context for arts and culture in Woollahra

- **Woollahra Libraries Strategic Plan 2021-26** is driven by the three guiding principles of Innovation, Excellence and Community Focus and acknowledges that, in the 21st century, libraries have a role to play in contributing to local cultural and economic development.
- **Policies and strategies relating to Woollahra's arts and cultural services** such as the *Public Art Policy*, *Woollahra Small Sculpture Prize Terms and Conditions*, *Redleaf and Blackburn Gardens Plan of Management and Masterplan*.
- **Policies and strategies relating to the exhibition of public art and the activation of public spaces for creative uses** such as Council's *Creative Hoardings Policy*, *Public Art Guidelines for Developers*, *Community Facilities Study* and Council's various *Land Use Management and Masterplans* (see Appendix A) that provide a policy framework for the utilisation of parks, gardens and outdoor space for arts and culture pursuits.
- The Strategy and Action Plan will need to clearly align with Woollahra's IP&R Framework and link directly to *Woollahra 2032: Community Strategic Plan* Goal 3: 3.1 'Promote opportunities for innovative, creative and cultural initiatives that support the community'.
- Given that many of Council's IP&R documents and underlying strategies and action plans have different time scales for implementation and review, it will be important to ensure that art, culture and creative life are considered within the broader policy cycle. This will require recognition of the role and impacts of art and culture across a range of areas of Council business and referencing of the Arts and Culture Strategy in the development and review of other strategic planning documents. This includes ensuring its contribution to future iterations of the *Woollahra 2032: Community Strategic Plan* and recognising the potential of the Strategy to support Council (as is the case in an increasing number of local government strategies) in embedding the UN Sustainable Development Goals into their business model.
- It will be critical to align the Strategy and Action Plan with the Federal Government's *Revive* and the NSW Government's *Creative Communities* policies, to facilitate funding and strategic direction, especially in terms of some of the most relevant elements at place-level.

3.6 | Implications of the strategic and policy context for the strategy and action plan

The local, state and national strategic and policy context provides key data for consideration in designing Woollahra Arts and Culture Strategy. It informs the principles, directions and desired outcomes, as well as identifying opportunities for strategic alignment and collaboration. The development of a Strategy that is consistent with the strategic intent and direction to Australian and NSW Government policies and with Woollahra Council's existing suite of strategies and policies, will foster integration and sustainability. This means that:

4.0 | Current and future practice context for arts and culture in Woollahra

4.1 | Overview and definitions

This section of the background report is based on a high-level desktop review of the academic literature and the grey literature (government reports, policy documents, conference papers, etc) relating to arts and culture.

Definitions are important in strategy and action planning and need to be agreed with key internal and external stakeholders. Suggested definitions for key terms in arts and culture are detailed below in Table 4.1. These definitions were taken from a range of sources²⁰ and then tested and adapted in consultation with the Woollahra Arts and Culture project team for use in the Strategy and Action Plan.

Table 4.1: Suggested arts and culture terms and definitions for review and discussion

	Suggested definition for review and discussion
Culture	<p>Culture is the way we live our lives – our knowledge, beliefs, behaviours, traditions, heritage and social character. It is about living together, sharing experiences, having a sense of who we are and our connection to the places we live.</p> <p>Culture is dynamic, and diverse. It takes both physical and non-physical forms. It can be experienced as a practitioner or creator, or through participation or observation across numerous and diverse fields.</p>
Cultural development	<p>Cultural development is the process of enabling cultural expression, to realise a rich and vibrant community.</p> <p>Cultural development differs from ‘arts and culture’. It refers to the processes of engaging people and community in culture and changing or reinvigorating culture within a community. The ‘arts’ are the activity, or medium through which the process and outcome of cultural development can be achieved.</p>

²⁰ Note: Based on a review of other local government plans, various state government plans and from the Cultural Development Network definitions which are available at: <https://culturaldevelopment.net.au/what-is-a-cultural-development-plan/planning-terms-used-in-our-frameworks/definitions/>

4.0 | Current and future practice context for arts and culture in Woollahra

	Suggested definition for review and discussion
Cultural development planning	<p>Cultural development planning is a strategic planning process, that recognises that culture is integral to social and economic life. Cultural development planning includes an analysis of social and cultural activities and resources, identifies issues and opportunities and makes links to economic, social and environmental outcomes to develop strategies for implementation. It recognises that communities and their culture exist and evolve independently of institutions like government.</p> <p>The role of local government in cultural development planning is to facilitate a thriving, local, cultural eco-system, through its own activities and through linking, enabling and supporting the initiatives of individuals, businesses and community groups.</p>
Arts	<p>'The Arts' differ from 'culture'. The Arts are a manifestation of an individual's or community's culture - the ways people express themselves and make, demonstrate, or experience cultural outcomes.</p> <p>The Arts can exist as a single artform, or as one or more artforms working together - multi-disciplinary or inter-art forms. This includes:</p> <p>Performing arts: such as music, dance, comedy, circus, puppetry, drama etc.</p> <p>Literary arts: such as creative writing, poetry, play and script writing etc.</p> <p>Visual arts: such as painting, drawing, pottery, sculpture, sewing, other crafts, architecture and design, fashion, digital media, video and film-making etc.</p>
Creativity	<p>Creativity can be an external physical expression (artwork, play, book, music performance, etc.) or an internal, invisible expression of an individual's experiences and identity, which inspires motivation, confidence, well-being and knowledge.</p> <p>Creativity is context-driven. It is generated through open-mindedness, awareness and by listening to diverse voices and perspectives. Creativity helps to shape individuals, their experiences and identity, as well as shaping community culture and sense of place through the innovations and outcomes it generates.</p>
Creative industries	<p>Creative industries include those parts of the economy involved in the design, production or servicing of creative or knowledge-based outcomes. Definitions of creative industries tend to be broad and inclusive. They include the arts, performing arts, film, photography, design, architecture, fashion, publishing, advertising, events management, tourism, heritage, education and cultural recreation activities, such as tai chi, among other, associated cultural forms. More recently the definition of creative industries has been extended to embrace software development, digital media such as computer games, social media/marketing, television and radio.</p>

4.0 | Current and future practice context for arts and culture in Woollahra

	Suggested definition for review and discussion
Cultural infrastructure	<p>Cultural infrastructure refers to the venues, sites, technologies, media and other mechanisms that enable cultural activity. Physical cultural infrastructure includes both ‘designated’ cultural facilities, such as art galleries, performance spaces, libraries, community cultural centres, event venues and studios, as well as places and spaces that contribute to (or have the potential to contribute to) cultural life, such as parks and open spaces, schools and faith-based assets, businesses such as restaurants and cafes and event-planners.</p> <p>Physical – or ‘hard’ – cultural infrastructure is complemented by ‘soft’ infrastructure assets, the people, resources, processes and services that are critical to the realisation of cultural outcomes.</p> <p>Cultural infrastructure assets and resources may be owned and/or activated by local government, other government agencies, commercial or community organisations.</p>
Cultural ecosystems	<p>Cultural life is sustained within a complex network of assets, institutions, relationships and resources that forms an ecosystem, much as a biological ecosystem sustains organic life. Within healthy ecosystems creativity is dynamic and flourishing and the institutions that act as cornerstones to these systems intervene strategically and as/if required to catalyse, synchronise or mediate.</p>

4.2 | The value of the arts and creativity in culture

The role of the arts in delivering/enabling cultural outcomes, is widely recognised and acknowledged as having significant social²¹ and economic²² benefits and value for individuals and communities. The societal benefits of the arts are also understood at local government level both in Australia and globally, particularly in terms of their positive impacts on individual and community identity and wellbeing. Understanding these impacts and developing methodologies to measure outcomes of creativity are therefore critical steps in

21 Wearing, A., Dalton, B. & Bertram, R. 2020. *Sector Briefing: Arts & Culture, The social impact of Australia's arts and cultural sector*. p.14. Available at: <https://www.socialimpacttoolbox.com/wp-content/uploads/2020/11/Making-A-Difference-The-Social-Impact-of-Australias-Arts-Cultural-Organisations.pdf>

22 Brown, B. 2020. *Economic importance of the arts and entertainment sector*. Available at: <https://australianinstitute.org.au/wp-content/uploads/2020/12/Background-Brief-Economic-importance-of-arts-and-entertainment-WEB.pdf>

ensuring a return on government investment and more importantly, determining the public value generated through arts and culture, both for practitioners and the wider community.

As noted in Section 3.3, there is an emerging acknowledgement that the value of arts and culture goes beyond traditional measures of intrinsic worth and that consideration of its instrumental and institutional value are also required. This is particularly linked to the increased use of public value frameworks within governments. Within this framework:²³

23 Adapted from: Western Australia Government Department of Culture and the Arts 2014. *Public Value Measurement Framework Measuring the Quality of the Arts*. p.6. Available at: https://www.dlgsc.wa.gov.au/docs/default-source/culture-and-the-arts/research-hub/public-value/pvmf-measuring-the-quality-of-the-arts.pdf?sfvrsn=1190125d_2

4.0 | Current and future practice context for arts and culture in Woollahra

- **Intrinsic value** relates to the value of arts and culture to individuals, centred on how experiencing arts and culture affects us in an emotional sense. How individuals value arts and culture is subjective and involves making judgements about quality based on how it makes us feel. This can include our feelings of connection to the artwork and our own personal subjective opinions of its quality based on the way it makes us feel.
- **Instrumental value** is a more objective measurement and relates to the contribution that **arts and culture** makes to specific economic and social outcomes or policy goals, such as creating employment, attracting tourism, increasing educational outcomes, benefiting health and wellbeing etc. Instrumental value can be seen as delivering both direct and indirect value. Direct value derives from economic and social benefits measures such as income generated and levels of public engagement. Indirect value is often measured through a combination of broader social and economic impact assessment approaches.
- **Institutional value** relates to the value that society collectively places on culture, now and for future generations. **Institutional value** includes both use and non-use value, often captured through contingent valuation and social return on investment approaches.

4.3 | Community arts and cultural development

Arts, culture and creative practice that is focused on and actively engages local communities is commonly known in Australia as community arts and cultural development (CACD). The Commonwealth government's policy piece, *Creating Australia*, which is focused on supporting the 'practice of arts in communities', more specifically defines CACD as:

*...artists working collaboratively with communities for the purpose of social change through art and culture.*²⁴

The five principles of CACD are:²⁵

- The activity involves the creation of art by with and for the community
- [Cultural] development is a primary objective of the initiative
- The activity is socially inclusive
- The activity is community centred and collaborative
- The activity involves the engagement of highly skilled arts and culture practitioners.

In practice, CACD can result in a wide range of projects including, but not limited to, cultural performances or activities to share traditional knowledge, community events and festivals, development of publications, dance, theatre and music performances and exhibitions of artworks and digital media.

²⁴ Creating Australia 2021. *What is community arts and cultural development?* Available at: https://culturaldevelopment.net.au/wp-content/uploads/2021/08/CREATING-AUSTRALIA-DEFINITION-OF-CACD_.pdf

²⁵ Creating Australia 2021. *Principles of community arts and cultural development.* Available at: https://culturaldevelopment.net.au/wp-content/uploads/2021/08/CREATING-AUSTRALIA-PRINCIPLES-OF-CACD_-1.pdf

4.0 | Current and future practice context for arts and culture in Woollahra

Implicit to CACD is the premise that the projects which enable opportunities for expression, are inclusive, community-led and encourage connections and transfer of knowledge and skills between individuals, generations, and cultures which can have a positive impact on the health and wellbeing of communities. It is at this juncture, where communities are involved and connected with arts and culture, that local government can play a pivotal role.

4.4 | Local government support of the arts and culture

According to the ABS, during 2021-22, one third (32%) of Australian adults participated in at least one cultural activity, a slight increase from 31% in 2017-18. Women were more likely to participate (39%) than men (25%) and people aged 15-24 years were more likely to participate (41%) than any other age group. The most popular cultural activity cited was a visit to the cinema (44% of adults), while craft and visual arts activities were the activities that people were next most likely to pursue.

Australian cultural and creative industries generated \$160 billion in 2020–21, the most recent year for which data was available. In the comparison year, 2017–18, these industries attracted an estimated \$141 billion, indicating 13% growth over the five year period. Not-for-profit organisations in these industries attracted \$1.2 billion in 2019–20, while the majority of income was derived from sales and services.

The valuable role that local government plays in facilitating and supporting arts and culture is recognised by communities across Australia. Councils are in a unique position to support the arts and culture sector at a local level and from the grassroots up. The role of councils in local arts and culture is typically

described and formalised in community strategic planning and cultural strategies and frameworks. A commitment to arts, culture and community creativity is also frequently included as an important component in urban development, place making and social planning.

Management and support of arts and culture by local governments requires investment and resourcing within short and long-term financial plans, which in turn requires an understanding of how this investment is best-used and prioritised. While many councils across Australia recognise a need to manage and invest in the creative sector, there is no specific training, agreed professional standards or government regulation for this work, nor is there a statutory requirement for councils to adopt a cultural plan as there is for other areas of local government activity, such as inclusion for people with a disability, reconciliation or employment equity²⁶. In addition:

The processes and cultures of local governance cannot easily be changed by formulas – such as ‘modernising’ agendas – rather, they need to be developed on the basis of a ‘rich understanding of the specific dynamics and history of a city region’s institutions of governance’. The success of public sector innovation strategies requires a redefinition of urban problems and that this is best achieved at the grassroots level through diverse local participation.²⁷

²⁶ Cultural Development Network 2019. Culture as a domain of local government policy and practice in Australia. Available at: <https://culturaldevelopment.net.au/more-information>

²⁷ Landry, C. 2008. *The creative city: A Toolkit for Urban Innovators*. Routledge, London.

4.0 | Current and future practice context for arts and culture in Woollahra

A key issue facing many local governments is that while they deliver a wide range of 'services' to their communities, they operate within a constrained budget/revenue environment. This means that they are obliged to prioritise which services are funded over the timeframe of their strategic plan and to deliver outcomes that represent 'best value' for their community.

This is particularly relevant for the Arts and Culture Strategy given the findings of Woollahra Council's *2024 Community Survey*,²⁸ which showed:

- The top three priorities for the next five years nominated by survey respondents, were traffic congestion/management (30%), managing development/over redevelopment/overpopulation (25%) and parking availability/management. Arts and culture were not identified as priorities
- The theme of community prioritising local government investment in basic infrastructure was further demonstrated in the 91% of survey respondents who said that roads and transport were a priority, followed by waste management (87%), parks and playgrounds (83%), financial responsibility (83%) and stormwater and drainage (82%)
- Within the current financial context, investment in the 'Community' theme, which includes arts and cultural development, was seen as a priority by 55% of survey respondents, ranking below parks and playgrounds (83%), sporting and recreational facilities (74%), community services (74%)
- Library services, which is perhaps the most visible part of cultural services, was nominated as a priority by 67% of survey respondents
- When asked to consider the level of Woollahra Council's investment in the

'Community' theme, along the scale of 'more or less' investment in arts and cultural development, 56% of respondents suggested they would like to see the same level of investment, 29% would like to see more investment and 15% suggested less.

- Similarly, demand for greater investment in Library services was also limited, perhaps reflecting the quality and relevance of existing services. Overall, 77% of respondents suggesting they would like to see the same level of investment, 17% wanting more spent on this aspect of Council provision and 6% proposing Council should spend less.
- When asked to rate the relative importance of the range of Council services/facilities, survey respondents indicated that Woollahra Gallery at Redleaf, events and programs run or funded by Council and community buildings/halls were less important.
- Although not identified as a priority for Council investment, community services/facilities, library services and the Woollahra Gallery at Redleaf, were consistently rated at a high level for community satisfaction. Woollahra Libraries, at a 98% satisfaction level was the most highly-rated service of all Council services, while Redleaf with a 96% rating was on par with the level of satisfaction for waste collection. Satisfaction with Redleaf was also at a significantly higher level than the coastal metro benchmark.

While arts and cultural services were not rated to the same level of priority as other services, more commonly recognised by the community as 'core' to Council's responsibilities (such as waste services) the high levels of satisfaction with existing services indicated in the Community Satisfaction Survey, along with strong levels of service utilisation (particularly for Libraries) reflect

²⁸ Micromex 2024. *Community Research 2024: Draft Report April 2024.*

4.0 | Current and future practice context for arts and culture in Woollahra

ongoing demand and the need for continued investment. Similarly, the views of community members who responded to the community survey that was delivered during the consultation phase of this project, indicate the importance of Council's commitment to this area of community life. Further, the lower than benchmark experience of 'belonging' in the Woollahra community that emerges from the *Community Survey 2024*, speaks to the importance of activities such as arts and culture, given their role in fostering a sense of community, connection and local identity.

4.5 | Arts and culture strategic planning in local government

Councils across Australia have demonstrated leadership in the development of sustainable, creative communities by fostering collaboration and partnerships, supporting cultural practice and the delivery of cultural outcomes and encouraging grassroots participation. Their commitment, leadership and engagement with their local communities is demonstrated via the cultural frameworks or strategic plans they have adopted.

To support Woollahra Council in developing its first Arts and Culture Strategy, a benchmarking exercise was undertaken. This scan of councils of similar size, demography and/or creative context to Woollahra, to determine their priorities and directions for cultural strategy, was intended to enable Woollahra Council to develop strategy based on analysis of comparative and normative factors. The councils selected for comparison are shown in Table 4.2.

Table 4.2: Councils selected for good practice comparison

Type of comparator	Council in NSW
Neighbouring councils	Randwick City Council, NSW Waverley Council, NSW City of Sydney, NSW
Comparable councils (based on population, income and median age and also proximity to water and the respective CBD)	North Sydney Council Lane Cove Council City of Canada Bay

To provide further data for analysis, the arts and culture plans of an additional range of councils, that have been developed over the past five years, were reviewed to identify emerging 'good' practice in arts and culture strategy development.

The strategies reviewed provides a baseline for content and for identifying priorities for arts and culture in Australia (see **Appendix B**). Several common elements across arts and culture strategies and frameworks were identified from the scan. These are shown in Table 4.3.

4.0 | Current and future practice context for arts and culture in Woollahra

Table 4.3: Common elements of local government cultural planning strategies and frameworks

Common element	Concept
Represent First Nations Peoples' stories	First Nations Peoples and their relationship to country are acknowledged, their cultural practices are valued and their perspectives included in strategic planning
Celebrate non-Indigenous cultural heritage	Create a sense of place through recognition of more recent history
Maximise existing and deliver new infrastructure	Deliver performance and creative space via council assets and using facilities from other organisations
Support the creative sector via and cultural capacity building	Enable a creative sector to thrive and develop meaningful networks and connections
Facilitate affordable housing for creatives	Support the residence of creatives with the LGA
Ensure a place-based approach	Consider art and culture in place-making
Maximise natural assets i.e. the waterfront	Celebrate and use the natural assets to create places for arts and culture experiences
Provide ongoing operational funding	Ensure there is some certainty of ongoing operational funding, especially for key activities, programs and grants

Common element	Concept
Drive external partnerships, collaborations and investments	Recognise the importance of partnerships and collaborations with stakeholders outside Council and how they can be activated to bring value, capital and expertise
Deliver accessibility and affordability	Consider the availability of frequent, affordable, and inclusive transportation and also the accessibility of creative and cultural spaces and the affordability of activities and programs
Build intergenerational connections	Create programs and activities to connect across generations
Drive diversity and participation	Increase community participation levels, especially across those groups who currently participate less
Align land use planning and regulations	Ensure land use plans and Council regulations support arts and culture
Enable creativity in the public domain	Provide meaningful opportunities to engage in art and culture in public places
Develop sustainable funding models through developer contributions	Explore funding models for place-based activation (public spaces and creative spaces) through developer contributions
Drive cross-council coordination and support	Implement a whole-of-council approach to arts and culture
Deliver sustainability outcomes as part of arts and culture	Recognise how arts and culture can reduce the community's ecological footprint, the impacts of climate change and educate about the need for sustainable practices

4.0 | Current and future practice context for arts and culture in Woollahra

While comparative and normative analysis provides some indication of the relative importance and direction for arts and culture strategy, councils' approaches to this area of business must be legitimised through the community strategic planning process, which captures the extent to which communities recognise and prioritise arts and culture (see Section 4.4 and Section 5 of this report).

Local governments rely on the mandate of their community to provide an evidence-based rationale for allocating the appropriate level of funding from Council budgets to support arts and culture. Similarly, the decision to prioritise arts and culture requires resourcing to raise revenue; to partner with other agencies, such as the NSW or Commonwealth government, or other local governments; to collaborate with the not-for-profit sector and the private sector to deliver outcomes which deliver social, environmental or economic benefit.

Typically, local government builds community support for arts and culture via:

- Alignment with the UN Sustainable Development Goals as part of overarching community outcomes
- Alignment with local issues and needs, for example, addressing the challenges of demographic change
- Alignment with other economic or corporate priority areas, for example, as part of a circular economy strategy, future Smart City or as a catalyst for tourism
- Inclusion of arts and culture in STEM (STEM to STEAM) activities or local business engagement
- Recognition of the role of arts and culture in fostering reconciliation, community identity and social capital.

These themes are not only valuable in garnering community support but may also facilitate connections with external partners who may not have previously considered the extrinsic and institutional value of funding arts programs.

Contemporary arts and cultural strategies, both in Australia and internationally, generally focus on seven, core elements:

- 1** Inclusion and acknowledgement of traditional landowners and their cultural practices.
- 2** Strategic medium- to long-term funding which recognises the broader economic landscape and social context of the community.
- 3** Building external partnerships, collaborations and investments to enhance planning, funding and resourcing.
- 4** Ensuring accessibility of arts and culture, particularly for access to creative spaces.
- 5** Communication arts and culture outcomes alignment with broader council plans, state, national and international policies.
- 6** Building knowledge and understanding of the role of tourism as part of cultural planning.
- 7** Including sustainability and environmental impacts as part of cultural planning.

The development of healthy, creative, sustainable communities is a responsibility local government shares with other levels of government, with local enterprises and with the community itself. It is therefore important to clarify the role of Council and the value it brings to the shared achievement of arts and cultural outcomes, through its location, relationships and focus.

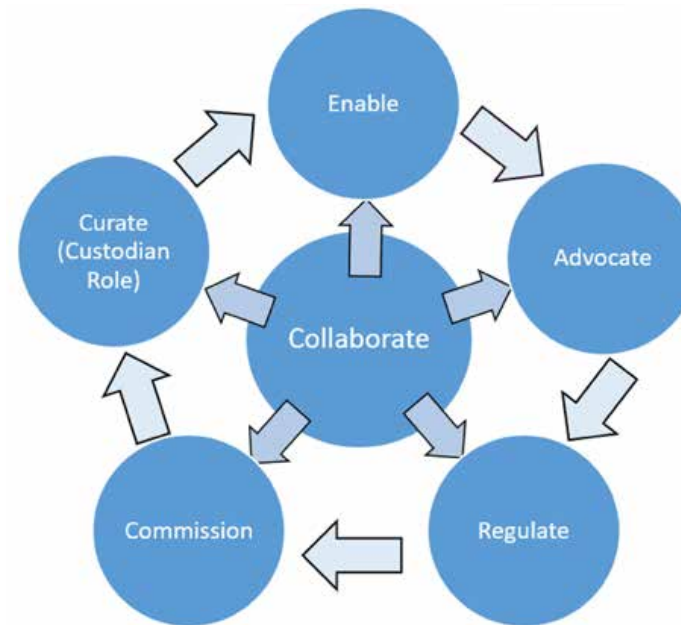
4.0 | Current and future practice context for arts and culture in Woollahra

A commonly applied framework for local government scope of practice identifies the following roles:

- **Enabler:** create an environment for arts, culture and heritage to flourish through clear processes, capacity building, cultural facilities, and supporting community-led initiatives and networks.
- **Commissioner:** directly engage artists and creative businesses to deliver creative projects, events or activate public spaces.
- **Custodian:** caretaker of significant arts and heritage assets.
- **Regulator:** monitor compliance of events through planning controls, building regulation, licensing, waste management, occupational health and safety, traffic management, food safety and public safety.
- **Collaborator:** partner and collaborate with the community, arts organisations, other local government organisations, state and commonwealth agencies and businesses to support arts and cultural activity.
- **Advocate:** leverage Council's position to generate new opportunities and resourcing, and reduce barriers to creative activity.

Within that framework, the central role that government plays in linking and collaborating to achieve outcomes was seen as key. The figure below provides an overview of the intersectionality of these roles.

Figure 4.1 Council's Role in Arts and Culture



4.0 | Current and future practice context for arts and culture in Woollahra

4.6 | Provision of creative spaces as part of cultural planning

The provision and active management of creative spaces for artists and the community is acknowledged as an important component of local government cultural planning. This not only enables local governments to meet their strategic objectives to support and enable arts and culture for their communities but is also in line with *Creating Australia's* criteria that CACD projects or initiatives are opportunities for 'connecting people in a shared space'.²⁹

City of Parramatta *Parramatta Artist Studios Open*³⁰

The City offers on-site residencies through this program which has been noted as being an important platform for local artists' careers with expansion of the program being key action of Goal 3 of the Council's cultural plan, *City of Parramatta – Culture and our City 2017-2022*.

Delivered in partnerships with several local organisations, the focus of the program is to support artists to:

Undertake self-directed research or create new work.

Deliver a talk about their project or practice at the end of their residency period.

Deliver a public program in collaboration with PAS or partner organisations (for an additional fee).

Eligibility to apply for access to the studios is open to local artists any discipline from Parramatta, Western Sydney and Greater Sydney. Successful applicants can use the space for four weeks at a subsidised rate and also receive a residency fee of \$4,000, mentorship, linkage with other peers and ongoing support from Council contacts.

29 *Creating Australia* 2021. *What is community arts and cultural development?* Available at: https://culturaldevelopment.net.au/wp-content/uploads/2021/08/CREATING-AUSTRALIA-DEFINITION-OF-CACD_.pdf

30 City of Parramatta (2022). *Parramatta Artists' Studios Open*. Accessed at <https://www.cityofparramatta.nsw.gov.au/visiting/the-arts/parramatta-artists-studios-studio-open>

The provision of creative spaces is a key priority and opportunity for many local governments. For example, the City of Sydney activated its existing assets on William Street³¹ and Bathurst Street³² to provide worker spaces and creative studios.

Renew Australia (initially founded as *Renew Newcastle* in Newcastle and now extending across Australia) has partnered with Campbelltown Council to activate vacant spaces on and around Queen Street (*Renew in Q*) with creative ideas and enterprises.³³ Other councils in NSW, such as Port Stephens Council, have researched the feasibility of utilising commercially available spaces as co-working spaces that prioritise creative professionals and start-ups.

In addition, rethinking the use of spaces that become available for periods of time throughout the year (public and private school rooms on holidays, empty beaches in winter, galleries on summer holiday) could provide scope for short term creative activations, specifically live music and performance.

31 City of Sydney n.d. *Creative live and work spaces*. Available at: <https://www.cityofsydney.nsw.gov.au/cultural-support-funding/creative-live-work-spaces>

32 City of Sydney n.d. *Creative Studios*. Available at: <https://www.cityofsydney.nsw.gov.au/cultural-support-funding/city-sydney-creative-studios>

33 *Renew Australia* n.d. *Renew on Q*. Available at: <https://www.renewaustralia.org/project/renew-on-q>

4.0 | Current and future practice context for arts and culture in Woollahra

Examples of adaptive reuse for creative spaces³⁴

The Clyde Street Creator Incubator in Newcastle: a former industrial shed was converted in studios for over 30 artists. Over time more than 70 other businesses with a creative connection or a social enterprise have co-located including Oz Harvets and upcycle. Now active for over seven years it is now known as the Clyde Street Precinct.

Examples of adaptive reuse for creative spaces³⁵

Tabakfabrik in Linz Austria: This heritage-listed industrial complex was a former Tobacco Factory. It was purchased by the local council and transformed into a space for creative industries. It is home to about 250 organisations ranging in size which include artists, start-ups, social enterprises, advertising and media agencies, business angels, founders, investors, students, social workers, technology and software developers, architects, designers and manufacturers. They use the space as their office, studio, co-working space, lecture hall, workshop, meeting room and event location. This is now one of the largest creative industry, creative arts and start-up factories in Europe.

³⁴ Newcastle Herald 2024. From a simple idea, The Creator Incubator has created a special hub. Article dated 28 April 2024. Available at: <https://www.newcastleherald.com.au/story/8604131/the-creator-incubator-celebrates-seven-years-as-newcastles-arts-hub/article-28/04>

³⁵ Tabakfabrik n.d. *Tabakfabrik: General Information*. Available at: <https://tabakfabrik-linz.at/en/information/>

4.7 | Community engagement in arts and culture for placemaking

Communities derive social, civil and cultural benefits from engaging in arts and culture and creative endeavours can be a catalyst for community collaboration, placemaking and knowledge transfer through accessible experience.

Australian and international arts and culture strategies prioritise community engagement, placemaking and impact. An example of a recent development that is gaining traction, from small regional Australian towns to large metropolitan cities across the globe, is the notion of the city as a 'living lab' whereby art is framed as creative catalyst.³⁶ Such programs have been useful for developing partnerships across artists, local government, academia and industry.

³⁶ First discussed by Landry, C. 2008. *The Creative City: A Toolkit for urban innovation*. 2nd Edition. Comedian UK and expanded by UNSECO Creative Cities Network for Sustainable Development. See: <https://unesdoc.unesco.org/ark:/48223/pf0000375210>

4.0 | Current and future practice context for arts and culture in Woollahra

Shadowgram Singleton³⁷

Shadowgram is a social brainstorming tool developed by the Austrian based Futurelab which allows participants to generate a small silhouette sticker of themselves and contribute the sticker along with a speech bubble and handwritten statement to a collaborative community dialogue.

Shadowgram Singleton was initiated by the University of Newcastle's FASTLab and used three themes of Future Industry, Future Community and Future of Place to generate community discussion. The engagement occurred over a three week period inside a laneway that was chosen to be a priority activation space as a post-Covid-19 revitalisation initiative.

5% of the local population participated in the process which later helped to inform the council's future arts and culture strategy. The local library participated in the facilitation of the artwork for the duration and afterwards displayed the collaborative and creative outputs (Shadowgram walls) inside the library where the conversations continue today.

James Street Plaza Activation, Newcastle³⁸

In 2019, the City of Newcastle and the University of Newcastle participated in a night time activation project in James Street Plaza which was deemed problematic in terms of safety and overall aesthetic.

A feature of the activation was a projection mapping project covering the largest wall in the Plaza. The experiment was highly successful in terms of addressing the issues but also received praise from the local community and businesses.

Local transdisciplinary studio, Art Thinking, was then commissioned to turn the experiment into a permanent installation which could be utilised by local artists, arts organisations and other creative practitioners.

The City of Newcastle invested in the infrastructure and local businesses (as part of their urban improvement association) allocated funds to commission artists to use the space. The project has been highly successful with more than 20 different activations. Notable mentions include:

- 'Dead Tongue' an experimental media artwork addressing indigenous language conservation by renowned Aboriginal media artist Christian Thompson.
- 'To Be Called Human' a collaboration with Wesley Mission and young queer artists addressing topics of identity, gender and the role of creative expression.

³⁷ Art Thinking 2020. *Shadowgram*. Available at <https://www.artthinking.com.au/projects/shadowgram-singleton> and more at <https://ars.electronica.art/futurelab/en/projects-shadowgram/>

³⁸ Art Thinking n.d. *James Street Plaza Activation*. Available at: <https://www.artthinking.com.au/projects/project-jspa>

4.0 | Current and future practice context for arts and culture in Woollahra

Launceston Creative City of Gastronomy³⁹

Council drove the designation of the City of Launceston as a *UNESCO Creative City of Gastronomy* supported by a thriving, creative, regional food bowl.

Council approved an increase in funding for the original 2021 UNESCO *Creative City of Gastronomy* program. The council provided \$25,000 in funding in 2022-23 and has now approved \$37,500 for the program, citing its positive impact on the city. Launceston became one of only 49 cities in the world to achieve the UNESCO designation in 2021. The council agreed to the increased funding after a report from UNESCO suggested making the airport a 'gateway to the City of Gastronomy'.

These projects are all driven by community engagement, creative placemaking and involve collaboration between a variety of stakeholders. They highlight the success of a 'creative catalyst' approach and the willingness of local communities to engage. In addition, they suggest several other key attributes to be considered in planning to engage the community into arts and cultural life:

- The intersection between arts and culture and education i.e. a place as a lab, a place as a school
- Inter-generational programming
- Accessibility, in terms of ability, gender, socio-economic status and culture
- The value of art to STEM education i.e. moving STEM to STEAM
- Art programming as catalyst for providing diverse and inclusive opportunities to collaborate with others from the community

³⁹ The Examiner 2023. *City of Launceston* contribute higher funds to City of Gastronomy program. Available at: <https://www.examiner.com.au/story/8190133/launceston-council-supports-increase-funding-for-unesco/>

- An initial initiative or pilot which translates into longer term contribution to arts and culture in place.

Finally, there is increasing recognition of the value of a 'quadruple helix' place-based approach for local government, enterprises (businesses/not for profits) and universities to engage with communities to produce arts and culture outcomes relevant to citizens.⁴⁰ This approach has the potential to act as a 'multiplier mechanism' and reinforces the current trend for academic institutions to seek avenues and opportunities for engagement and impact through non-traditional research outputs. Forward thinking creative studios are taking advantage of these trends by developing projects that specifically target this intersection, for example, *Art Thinking* in Newcastle⁴¹.

Drawing together the strategic framework of state and national arts and culture bodies, with the findings on comparator council arts and culture planning, the Woollahra Arts and Culture Strategy and Action Plan has been designed for alignment, as per the table below:

⁴⁰ Goddard J. 2014. *What do we mean by the "civic university"? Why is it important?*. Presentation to the European Economic and Social Committee conference. Available at: www.eesc.europa.eu/resources/docs/what-do-we-mean-by-the-civic-university.pdf

⁴¹ Collaboration between the University of Newcastle, the City of Newcastle and a range of creatives and organisation stakeholders in the local area. See: <https://www.artthinking.com.au/about>

4.0 | Current and future practice context for arts and culture in Woollahra

Table 4.4 Comparison of Commonwealth, NSW and Benchmark Councils' Strategic Pillars with Woollahra Arts and Culture Strategy Key Focus Areas

Creative Australia: Revive – 5 Pillars	Create NSW: Creative Communities – 3 Core Themes	Comparator Councils – Arts and Culture Strategies	Woollahra Arts and Culture Strategy – 5 Key Focus Areas
First Nations First: Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.		<ul style="list-style-type: none"> Integrate with First Nations Peoples' stories 	
<p>Engaging the Audience: Making sure our stories connect with people at home and abroad.</p>	<p>Audiences:</p> <ul style="list-style-type: none"> Broad and inclusive approach to local and global audiences Grow the next generation of audiences throughout NSW Showcase NSW to the world. 	<ul style="list-style-type: none"> Celebrate non-Indigenous cultural heritage Drive diversity and participation Deliver accessibility and affordability Build intergenerational connections 	<p>Celebrate</p> <ul style="list-style-type: none"> Woollahra's Diverse Heritage and Stories <p>Participate</p> <ul style="list-style-type: none"> Build participation from the grassroots up Provide connectivity to the broader Arts and Culture Ecosystem
<p>Centrality of the Artist: Supporting the artist as worker and celebrating artists as creators.</p>	<p>People:</p> <ul style="list-style-type: none"> Broad and inclusive approach to artists and creative practitioners Sustainable careers Growing the sector 	<ul style="list-style-type: none"> Support the creative sector via cultural capacity building Provide ongoing operational funding Develop sustainable funding models through developer contributions Drive external partnerships, collaborations and investments Facilitate affordable housing for creatives 	<p>Celebrate</p> <ul style="list-style-type: none"> Celebrate Woollahra's Creative Ecosystem <p>Activate</p> <ul style="list-style-type: none"> Activate Open Space through Arts, Culture and Creativity Activate Council and Community Venues through Arts, Culture and Creativity

4.0 | Current and future practice context for arts and culture in Woollahra

Creative Australia: Revive – 5 Pillars	Create NSW: Creative Communities – 3 Core Themes	Comparator Councils – Arts and Culture Strategies	Woollahra Arts and Culture Strategy – 5 Key Focus Areas
<p>Strong Cultural Infrastructure: Providing support across the spectrum of institutions which sustain our arts, culture and heritage.</p>	<p>Infrastructure:</p> <ul style="list-style-type: none"> • Broad and inclusive approach to infrastructure • Sustainable organisations and spaces – support resilience and sustainability • Deliver equitable investment and service delivery across 	<ul style="list-style-type: none"> • Maximise existing and deliver new infrastructure • Align land use planning and regulations • Make it easy! • Drive cross-council coordination and support • Drive external partnerships and collaborations 	<p>Activate</p> <ul style="list-style-type: none"> • Activate Open Space through Arts, Culture and Creativity • Activate Council and Community Venues through Arts, Culture and Creativity <p>Lead and Advocate</p> <ul style="list-style-type: none"> • Support Council’s Commitment to Local Resilience through the Arts • Develop and Manage Strategic Relationships and Partnerships <p>Sustain</p> <ul style="list-style-type: none"> • Work Strategically to Secure Alternative Funding Streams to Complement Council Funding of Arts and Culture • Review Internal Capability to Support Development of Woollahra’s Arts, Culture and Creative Life • Maintain Good Governance for Arts and Culture Strategy, Policy and Processes
<p>A Place for Every Story: Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.</p>		<ul style="list-style-type: none"> • Ensure a place-based approach • Maximise natural assets i.e. the waterfront • Enable creativity in the public domain • Deliver sustainability outcomes as part of arts and culture 	<p>Celebrate</p> <ul style="list-style-type: none"> • Woollahra’s Unique ‘Place’ Through Public Art

4.0 | Current and future practice context for arts and culture in Woollahra

4.8 | Trends and recent developments

A national rebrand

The rebranding and launch of the Australia Council to *Creative Australia* in August 2023, enabled a significant opportunity for the creative industries, arts and culture in terms of direction and investment.

Some key elements include: a new First Nations Peoples-led board; the establishment of *Music Australia* and *Writers Australia*; and *Creative Workspaces* which promotes 'fair, safe, and respectful workplaces for Australian artists and arts workers'.⁴² (see also Section 3.3). Any future arts and culture strategy at state/territory or local government level needs to align with this national strategy to maximise funding opportunities.

New forms of expression and audience preferences

There is a significant shift occurring in live music, performance entertainment, events and in educating creatives to better understand the needs and preferences of future audiences, especially in relation to changes in technology and virtual rather than face-to-face engagement. The National Institute for Dramatic Art (NIDA) recently launched the *Future Centre*⁴³ initiative. Positioned as NIDA's innovation lab, the intention is to foster 'courageous and ambitious new ideas for entertainment experiences created through new technologies, new forms, and new relationships with audiences'. Considering NIDA's legacy of producing some of Australia's nationally and internationally acclaimed creative talents, their approach – and outcomes – support the contention that new platforms and spaces are required to accommodate new forms of art and entertainment that respond to changing audience preferences now and into the future.

⁴² Creative Australia n.d. *About Creative Workplaces*. Available at: <https://creative.gov.au/creative-workplaces>
⁴³ NIDA 2024. *Future Centre*. Available at: <https://www.nida.edu.au/about-us/initiatives/futures-centre/>

New use of public spaces

The success of cultural investments such as Sydney's *Vivid* festival of lights, music and ideas and the emerging contention within local communities for how space and resources are best used, indicate the critical importance of local governments rethinking the use of public spaces and repurposing existing spaces for arts, culture, entertainment and recreation. The *Dream Circus*⁴⁴ at Sydney's Luna Park is a recent example of audience interest in large scale immersive digital experiences that reflects that the interest in re-thinking public spaces is shared by both commercial and government sectors.

The Sydney-based company AGB Events⁴⁵ delivers *Vivid* and other visual lighting installations and, more recently has been responsible for bringing drone light shows to Australia. AGB aims to develop 'creative, stunning visuals [which] transcend language barriers and connect audiences through shared cultural experiences'.⁴⁶ Often these experiences are also highly educational with a focus on presenting cultural or historical content in innovative ways.

As such, there is significant scope to utilise art for its transformative power and to generate knowledge through experience. A progressive local government arts and culture strategy can learn from and expand on initiatives such as these, to better educate the local community about the value of the arts beyond their construction as entertainment or as object-oriented commodities.

⁴⁴ Luna Park n.d. *Luna Park Dream Circus*. Available at: https://tickets.lunaparksydney.com/calendar_events/event/view/id/250/

⁴⁵ AGB Events n.d. *We are AGB Events*. Available at: <https://agb.events/> and also <https://agb.events/drone-skyshow/>

⁴⁶ AGB Events n.d. *What we do*. Available at: <https://agb.events/what-we-do/>

4.0 | Current and future practice context for arts and culture in Woollahra

Programming trends

Intersections between arts and culture and education are also being reflected by the programming trends in major cultural events for NSW. For example:

- The Sydney Opera House is **expanding its educational programming** with a particular focus on schools and digital technology⁴⁷
- NSW's largest cultural investment since the Sydney Opera House, Powerhouse Parramatta, has prioritised **educational programming and partnerships** as part of the redevelopment of the new and existing infrastructure as well as a rebranding as the Museum of Applied Arts and Sciences. This largest museum group in Australia describes itself as sitting at the intersection of the arts, design, science and technology and plays a critical role in engaging communities with contemporary ideas and issues⁴⁸
- Recently, Australia's Chief Scientist emphasized the need for **increasing social impact across all research** endeavours⁴⁹ which provides great opportunities for artists and creatives that specialise in both communication of science or, more specifically, creating experiences for society to generate understanding about the complex topics of our time
- Powerhouse Parramatta with **major partnerships** with the University of Western Sydney and the Walker Family Foundation (the legacy of Laing Walker) hopes to create mutual benefit in terms of content for the museum and measuring research impact beyond publications for the universities.⁵⁰

47 Sydney Opera House n.d. *Digital Creative Learning*. Available at: <https://www.sydneyoperahouse.com/schools/digital-creative-learning>

48 NSW Government n.d. *The Powerhouse*. Available at: <https://powerhouse.com.au/>

49 Australia's Chief Scientist 2024. *Science Meets Parliament 2024 Gala Dinner Speech*. Available at: <https://www.chiefscientist.gov.au/sites/default/files/2024-03/FOR%20WEBSITE%20-%20Science%20Meets%20Parliament%202024%20Gala%20Dinner%20speech.pdf>

50 NSW Government n.d. *Powerhouse Parramatta Powerhouse Parramatta Partners*. Available at: <https://powerhouse.com.au/visit/parramatta#community-and-supporters>

Ars Electronica, Austria⁵¹

- Established in 1979 as a festival exploring the intersection between Art, Technology and Society Ars Electronica has grown into a permanent Art-Science Museum with educational activities of *Future Thinking School* and *School of the Future*. These have:
- Established and led major EU initiatives which celebrate the intersections between art and science
- Partnered with some of the world's largest cities to develop City Lab initiatives
- Established major global partnerships with universities, including in Australia, to promote 'open and accessible transdisciplinary collaboration for all society'.

However, perhaps the most inspiring aspect of what this unique creative and cultural ecosystem represents is a collaborative model across governance, education, arts and, most notably, industry. (See also Quadruple Helix in Section 4.7). A model that has been singled out specifically as an exemplar for the EU's commercial competitiveness whereby artists and industry collaborate on the future.

51 Ars Electronica n.d. *Art, Technology, Society*. Available at: <https://ars.electronica.art/about/en/>

4.0 | Current and future practice context for arts and culture in Woollahra

Involvement of First Nations Australians arts and cultural practice on policy and practice

First Nations Australians have increasingly demonstrated, illustrated and simultaneously drawn attention to a diversity of cultural practices, arts-centred engagements and traditions. There are about 984,000 First Nations Australians (3.8% of the total Australian population) and 207 of Woollahra residents identify as such.⁵² Over the last 40 years, there has been a strong renaissance of First Nations Australians culture and forms of creative expression and increased reconnection and reclaiming of First Nation Australians cultural lives and practices.⁵³

Australia's future identity remains interwoven between First Nations Australians histories in both comparison, and contrast to, multicultural understandings and/ or approaches from the colonial and migrant histories. This creates a significant opportunity for First Nations Australians to lead story-telling and place-based interpretation through arts and cultural practices in place.

Spaces, especially museums, as 'contact zones'

James Clifford's⁵⁴ significant analysis of and influence on museums as 'contact zones'⁵⁵ over two decades ago has had an important impact on fostering collaborations amongst First Nations People's groups and artists,

⁵² Source: ABS 2021 Census.

⁵³ Dudgeon, P, Wright M., Paradies Y., Garvey, D. & Walker, I 2010. The Social, Cultural and Historical Context of Aboriginal and Torres Strait Islander Australians. In Purdie, N. Dudgeon, P. & Walker, R. *Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practice*. Canberra: Commonwealth of Australia, pp. 25-42.

⁵⁴ James Clifford is an interdisciplinary scholar whose works continue to bring perspectives from history, literature, history of science and anthropology into conversation.

⁵⁵ The term 'contact zone' was coined by Mary Louise Pratt in 1991 and refers to 'social spaces where disparate cultures meet, clash, and grapple with each other'. See: <https://www.monash.edu/mada/student-work/madanow2020/design/studios/communication-design/contact-zone>

museum curators, museum staff, and, at times, First Nations Australians and non-Indigenous anthropologists. This has led to a different approach to the development of exhibitions, published sources, arts and culture catalogues and different processes for the purpose of managing or acquiring collections. A significant element involves including the creators and the audience(s) as well.

The concept of museums as contact zones was first used in 1996 in relation to the Louvre Museum in Paris. Clifford used this term to rethink the museum's role in relation to other cultures and cultural appropriation(s), for the purpose of challenging that the relationship rooted too often in a one-sided imperialist appropriation.

His approach may have created the impetus for more systematic conversations within museums about what it would mean to become a post-colonial space, how to use collections, how to exhibit artworks and how to involve First Nations Peoples with collections, museum spaces, museums' mandates and more. Whilst this impact has been felt differently in reference to different nation-states and their colonial histories, the concept of museums as 'contact zones' and the processes of making those happen have reverberated in powerful, useful and engaging ways.

Clusters and hotspots

Economies of scope and scale, research and innovation are realised where local or regional clusters or hotspots in arts and culture can be created and deliver community value. Clustering of talent, skill and support infrastructures across and within government and non-government sectors (particularly the

4.0 | Current and future practice context for arts and culture in Woollahra

intersection with not-for-profit and private philanthropy) is central to the 'creative economy' and the creative milieu. However, despite the coalescing of physical and virtual worlds, face to face contact is still seen as key.⁵⁶

The enablers for clustering and creative quarters include:⁵⁷

- 1 The creative ecosystem:** dynamic relationships *within* the creative sector i.e. the relationship between the commercial and the non-commercial parts of the creative ecosystem such as the local media, innovation hubs, social enterprises, artist collectives and philanthropists which enables artists to have portfolio career paths with a mix of paid and creative (often) unpaid work.
- 2 Allied industries:** Rather than funding, allied industries such as education, health, tourism and social enterprise, help to underwrite the long-term sustainability of creative economies.
- 3 The role of government and local councils:** A standout enabler for clustering is the existence of a local government cultural plan or local governments seeing the need for cultural planning. Local governments with a vision for developing cultural infrastructure and delivering cultural services bring a vital demand-side perspective, crucially supplementing federal, state and territory governments' supply-side arts grant programs.
- 4 Digital skills:** The existence of a strong links between the creative sector and higher education providers to develop digital skills for creatives.

⁵⁶ Landry, C. 2008. *The Creative City: A Toolkit for urban innovation*. 2nd Edition. Comedian UK. p.xli.

⁵⁷ Cunningham, S., McCutcheon, M., Ryan, M.D., Kerrigan, S., McIntyre, P. & Hearn, G. 2022. *Creative Hotspots' in the regions: Key thematic insights and findings from across Australia: A White Paper from the Australian Research Council (ARC) Linkage research project Australian Cultural and Creative Activity: A Population and Hotspot Analysis*. QUT Digital Media Research Centre, Australia. Available at: <https://eprints.qut.edu.au/227753/>

5 Indigenous creative enterprise: Local, state and federal governments supporting First Nations Australians artists and community groups to create, share and sell their work with First Nations Australians businesses evolving to meet demand for cultural experiences and building creative enterprises.

Emphasis on diversity and inclusion as a key outcome

Diversity and inclusion of artists in art ensures various perspectives, experiences and narratives have a voice. People from marginalised communities have historically been underrepresented or misrepresented in mainstream art and this lack of representation can perpetuate stereotypes and reinforce power imbalances. Promoting diversity in art, provides a platform for artists from diverse backgrounds to share their stories, challenges societal norms and encourages understanding and empathy.⁵⁸

A key enabler of diversity and inclusion from an audience perspective is to ensure that arts and culture planning has a focus on the 'Third Space' (physical or not) and is supported by place-making and city planning practices, aligned with diversity, disability and inclusion plans which support the involvement of the whole community.

Inclusion also relates to affordability, especially for young people and those receiving government support. Key findings in a recent research project included:⁵⁹

⁵⁸ Adapted from: Constanza, G. 2023. *Why diversity in and inclusion in art is essential*. Available at: <https://medium.com/@gianmatteocostanza/why-diversity-and-inclusion-in-art-is-essential-b61112778986>

⁵⁹ Australia Council for the Arts 2022. Audience Outlook Monitor: *The time is now: Young audiences 2022: National Fact Sheet*. p.4. Available at: https://creative.gov.au/wp-content/uploads/2021/03/AOM_March2022_Fact-Sheet_Young-People.pdf

4.0 | Current and future practice context for arts and culture in Woollahra

- Whilst most people are eager and making firm plans to attend events, audiences under 25 are the most likely to report financial barriers (34%, compared to 17% generally) as inhibiting their attendance.
- Whilst spending levels on cultural events are generally increasing, young people continue to spend less than older audiences: 24% of those under 25 spent \$100, compared to 38% of audiences generally.
- The rising cost of living impacts on young audiences and their ability to participate.

Offering student discounts, group deals and rush tickets may assist young people to access cultural experiences without compromising smaller budgets.

Playwave platform supported by City of Sydney⁶⁰

Playwave is a membership-based platform (powered by Shopfront Arts Co-op in partnership with the City of Sydney) for young adults aged 15 to 24 years. It offers access to discounted tickets, exclusive events and original content. The aim is to build inclusiveness, create demand from a younger audience and encourage participation in theatre, dance, music, film, opera, literature, comedy and visual art.

⁶⁰ Playwave 2018. *What is Playwave*. Available at: <https://playwave.com.au/pages/what-is-playwave>

4.9 | Measuring the value of arts, culture and creativity

Supporting and enabling arts and culture is an important role for local governments in Australia to contribute to the wellbeing and quality of life of communities. Measuring the value created is also a critical component to ensure that artists, creatives and the local community benefit from investment and to ensure that programs are delivering the intended outcomes. See also Section 4.2 on definitions of value.

A review of selected models and frameworks⁶¹ for measuring values and outcomes identified several key, common features and indicators. The most consistent features across the models were understanding the financial inputs of cultural planning and having clear outcomes and deliverables to measure effectiveness and value. This is shown in Table 4.4.

⁶¹ Based on a review of: City of Melbourne (2019). *Creative Funding Framework 2019-2024*, Available at: <https://www.melbourne.vic.gov.au/sitecollectiondocuments/creative-funding-framework-2019-24.pdf> Government of Western Australia (2012). *Public Value Measurement Framework- Measuring the Quality of the Arts*, Available at: https://www.dgsc.wa.gov.au/docs/default-source/culture-and-the-arts/research-hub-public-value/pvmf-measuring-the-quality-of-the-arts.pdf?sfvrsn=1190125d_2 Queensland Government (2015). *Arts and Cultural Investment Framework*, Available at: <https://www.arts.qld.gov.au/images/documents/artsqld/Arts-Cultural-Investment-Framework.pdf> The Cultural Development Network (2019). *Inputs/Outputs Schema*, Available at: <https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2F-culturaldevelopment.net.au%2Fwp-content%2Fuploads%2F2019%2F08%2F2017-2018-Data-Collection-as-of-Jun-2019.xlsx&wdOrigin=BROWSELINK>

4.0 | Current and future practice context for arts and culture in Woollahra

Table 4.5: Key features of frameworks measuring value and their definitions

Key Features	Definition
Financial inputs	Includes the allocation and provision of funding and investment towards arts and cultural programs and spaces. These are inclusive to investments made in partnership with external organisations.
Participant data	Data about the community in focus is included in the analysis. This includes demographic information, as well as evidence from community consultation.
Location/program data (mapping)	Includes or references geospatial mapping, whereby spaces are identified in the community and compared to other significant indicators to understand important aspects for the space such as accessibility, space, resources and networks.
Quantitative and qualitative data	Includes quantitative data in the form of secondary resource analysis such as case studies or best practice references, for example, for measuring the value of cultural infrastructure. The consultation in the framework includes the collection of qualitative data through processes of surveys, interviews and focus groups.
Financial outputs	The financial outputs are included as a point of reference for future evaluations to measure the efficiency of inputs and activities that aim to bring value to cultural infrastructure.

Key Features	Definition
Outcomes/deliverables	The outcomes and deliverables are included to measure appropriateness, efficiency, effectiveness, process and governance.
External reviews	References the need for ongoing evaluation internally and externally and reporting back to Council or a Council sub-committee.

Increasingly, organisations are measuring the value of their practices and products through the adoption of frameworks based on qualitative methodologies, in particular methods that seek to measure the change that has occurred for those in an arts or cultural program. These measures especially focus on the intrinsic and institutional impact. Examples of these measures are provided in Table 4.5.

4.0 | Current and future practice context for arts and culture in Woollahra

Table 4.6: Examples of intrinsic and institutional measures⁶²

Domain	Outcome
Personal development	Increase people's confidence and sense of self-worth Extend involvement in social activity Help people take-up or develop careers in the arts
Social cohesion	Reduce isolation by helping people to make friends Develop community networks and sociability Promote intercultural contact and cooperation Develop inter-generational contact
Community empowerment	Help involve local people in the regeneration process Strengthen community cooperation and networking Provide reasons to develop community activities
Local image and identity	Develop pride in local traditions and cultures Help people feel a sense of belonging and involvement
Imagination and vision	Help people develop their creativity Erode distinction between consumer and creator
Health	Have a positive impact on how people feel Help improve the quality of life of people with poor health Provide a unique and deep source of enjoyment

⁶² Adapted from: Wearing, A., Dalton, B. & Rachel Bertram, R. 2021. Pivoting Post-Pandemic: Not-for-Profit Arts and Culture Organisations and a New Focus on Social Impact. *Cosmopolitan Civil Societies: An Interdisciplinary Journal*, Vol. 13, No. 2 2021. Available at: <https://opus.lib.uts.edu.au/handle/10453/152357>

Example of measuring intrinsic, instrumental and institutional impact (see Section 4.2)⁶³

The Department of Culture and the Arts developed a public value logic model which encompasses the three value/impact types. Measurement then depends on both quantitative and qualitative measures with baselines/targets established as part of the overall strategy.

4.10 | Role and contribution of non-government organisations

There is little academic and grey literature on the role of non-government organisations in delivering art and culture outcomes for communities. However, from an ecosystem and clustering standpoint and within a constrained resource environment, there are clearly benefits from the strategic and tactical involvement of private enterprises, philanthropists/charities/foundations, the not-for-profit sector and the education sector.

In addition, the separation of 'big business' as arts and culture sponsors and 'local businesses' who often provide creative outlets, for example, dance studios, painting classes or music groups for young children (among other cohorts) is important for policy makers. Indeed, there is sometimes a blurring of the value created across the players in a creative ecosystem and often a lack of understanding and acknowledgement across the community about who is delivering what service and the relative value that each player is contributing to the community as a whole.

⁶³ Western Australia Government Department of Culture and the Arts 2014. Public Value Measurement Framework Measuring the Quality of the Arts. p.7 Available at: https://www.dlgsc.wa.gov.au/docs/default-source/culture-and-the-arts/research-hub/public-value/pvmf-measuring-the-quality-of-the-arts.pdf?sfvrsn=1190125d_2

4.0 | Current and future practice context for arts and culture in Woollahra

As such, there is significant opportunity (and necessity), also prioritised in *Revive* (Section 3.2) and *Creative Communities* (Section 3.3), for a range of non-government organisations to be involved to deliver, enable and advocate for arts and culture. A key consideration for Council will be how to leverage new and existing relationships with non-government organisations (in Woollahra and in Sydney) to fostering arts and cultural development, provide funding, enable new and existing spaces and work collaboratively to deliver on community needs for arts and culture.

4.11 | Implications for the Strategy and Action Plan

This section highlights a range of opportunities for Woollahra to consider in the development of the Strategy and Action Plan which need to be discussed as a stakeholder group. Key implications include:

- Establishing definitions for key terms so that community, practitioners and planners are working within a common framework
- Agreeing on the outcomes to be achieved through the arts and culture strategy and developing a framework for measurement and evaluation which addresses and assesses the intrinsic, instrumental and institutional value of investment in arts and culture
- The need to identify what might be possible to deliver within Council's four-year budget cycle and how to prioritise those deliverables
- The importance of identifying and pursuing sources of funding other than from Council's corporate budget, including via grants, partnerships, sponsorships and philanthropic means
- The value in developing a map of existing and potential ecosystem collaborations and partnerships to support delivery of arts and culture

outcomes. This includes being clear on what is currently delivered/enabled by which organisations and the benefit of their contributions.

- The need to understand and respond appropriately to community sentiment in terms of the relative prioritisation of arts and culture compared to other Council services
- The value of adopting a whole-of-government approach in strategic planning, which puts arts and culture at the centre of Council decision making
- The primacy of developing a strategy that recognises, celebrates and represents First Nations culture and heritage
- The importance of recognising and leveraging all council owned assets and services and understanding the contribution of non-council owned creative spaces and non-council organisations (eg: community cultural organisations) in creating and experiencing arts and culture
- Deciding how to respond to future trends and audience needs, especially in terms of the Woollahra socio-economic context, and new forms of virtual interaction and new methods of delivery via changing technologies.

5.0 | Stakeholder engagement

5.1 | Overview

The approach taken to establishing the focus and direction of the Woollahra Arts and Culture Strategy is based on a paradigm in which community needs and expectations are assessed on the basis of comparative and normative factors, as well as on the community's stated aspirations and behaviours. For this study the approach to stakeholder engagement involved:

Inclusivity and diversity

- Considering specific needs of under-represented groups, including culturally and linguistically diverse communities, LGBTQIA+ individuals, people with a disability and Aboriginal and Torres Strait Islander people.
- Ensuring the promotion of opportunities to contribute enables access and participation from culturally diverse communities.
- Seeking opportunities for community connections and intergenerational experiences through arts and culture.
- Fostering strong partnerships and communication among community representatives, practitioners, cultural organisations, businesses, patrons and other stakeholders across the arts and culture sector.

Best practice

- Highlighting best practice examples, both nationally and internationally, relevant to the size and demographic characteristics of the local community.
- Evaluating the broader arts and cultural landscape in the LGA beyond current programs to create opportunities for improvement and scope for new ideas to ensure a holistic approach to cultural development.
- Considering both soft and hard cultural infrastructure to identify how facilities and

spaces can allow artists to create, distribute, collaborate and exhibit their practice.

- Meaningful community consultation designed to identify current and emerging needs of the local community, notably the current gaps in services and soft and hard infrastructure. This included consultation with key stakeholders from the arts and cultural community i.e. practitioners, investors, participants and patrons.

Strategic planning and Council participation

- Working closely with Council to explore all possible opportunities and assets for the community, notably the Woollahra Gallery at Redleaf through events and exhibitions.
- Identifying clear strategies, deliverables and resources consistent with Council's existing policies and strategies.

Regional and Sub-Regional Collaboration

- Identifying and leveraging existing relationships and past collaboration with neighbouring LGAs to produce a strategic approach that supports regional intent and builds cultural networks that are greater than the sum of their parts.
- Recognising the permeability of LGA boundaries, shared regional challenges and interests and the value of collaboration.
- Engaging key personnel from Waverley and Randwick Councils and complementing the *Waverley Arts and Culture Plan 2021-2026*, which recognises the shared boundaries, infrastructure and interests of the three 'eastern suburbs' Councils, as well as the *Randwick City Arts and Culture Strategy 2021*, which includes partnerships and collaboration as one of its four key principles.

5.0 | Stakeholder engagement

5.2 | Engagement methodology

The community was asked about their needs, expectations, priorities and aspirations for arts and culture via an online community survey, workshops and one-to-one interviews. Woollahra Council's arts and culture staff group, the Arts and Culture Advisory Committee and the General Manager were also engaged in the data-collection phase of the strategy process.

A feature of the engagement methodology was commissioning the Gujaga Foundation to provide advice on key themes, issues and opportunities for Woollahra Council to celebrate First Nations arts, heritage and cultural practices within the LGA. The report from Gujaga is attached at Appendix E.

An overview of the types of consultation, the participants and the sequence of engagement is provided in the table below.

Table 5.1 Workshops, interviews and focus group consultation

Consultation	Participants	Date
Workshops		
Arts & Culture Committee Meeting	• A&C Committee members	25/3/24
Project Team Consultation - Online	• Project Team members	11/4/24
Workshop 1	• Arts and Culture Advisory Committee and Councillors	30/4/24
Workshop 2	• Local creative community members	18/4/24
Workshop 3 - Online	• Public Art Panel, Small Sculpture Prize Committee, Sponsors, Donors	7/5/24
Workshop 4 - Online	• Stakeholders from Waverley, Mosman Councils	24/4/24
Workshop 5 - Online	• Office of Allegra Spender MP, Australian Council for the Arts, Create NSW	24/4/24
Workshop 6 - Online	• Local businesses and commercial arts and culture enterprises	30/4/24
Workshop 7 - Online	• Local community service providers	30/4/24
Action Planning Workshop	• Woollahra Council – Cross-Divisional Staff	17/5/24
Additional / Unscheduled Workshop - Online	• Stakeholders from City of Sydney Council's Arts and Culture team	14/5/24

5.0 | Stakeholder engagement

Interviews		
Internal Stakeholder Interview - Online	• General Manager, Woollahra Council	9/5/24
Internal Stakeholder Interview - Online	• Manager Communications and Engagement	11/4/24
Internal Stakeholder Interview - Online	• Director Woollahra Gallery at Redleaf	12/4/24
Internal Stakeholder Interview - Online	• Manager Woollahra Libraries	12/4/24
Internal Stakeholder Interview - Online	• Public Art Coordinator	17/4/24
Internal Stakeholder Interview - Online	• Manager Strategic Planning and Place • Economic Development Coordinator	16/4/24
Additional / Unscheduled Interview - Online	• Local arts and culture entrepreneur – Cement Fondu	9/5/24
Additional / Unscheduled Interview - Online	• Member of Arts and Culture Committee	9/5/24
Additional / Unscheduled Interview - Online	• Councillor	13/5/24

Consultation with First Nations Stakeholders		
Interview - Telephone	• First Hand Inc	31/5/24
Interview - Telephone	• Artist – Inline Images	5/6/24
Community - contracted	• Gujaga Foundation	27/5/24

Online Community Survey

The Community Survey was designed by the University, in collaboration with project team members from Woollahra Council. It was posted on the Woollahra Council website for a period of four weeks, from 10 April 2024 to 10 May 2024. A total of 74 responses to the survey was received.

The survey comprised Likert-scale responses and open field questions for respondents to contribute qualitative as well as quantitative data. However, no responses to the open field questions were received.

Demographically, survey respondents were mostly aged over 45 years, with the largest age cohort the 55-64 age group. Young people aged under 18 years were not represented in the survey sample at all.

The majority of respondents were community members, followed by arts and culture practitioners, mainly from the visual arts. The largest number came from outside of the Woollahra Municipality, with residents of Woollahra and Paddington the top contributors from within the LGA.

5.0 | Stakeholder engagement

5.3 | Key themes from the community survey

The community survey yielded the following key findings:

- Respondents largely engage with art between once per month to once per year
 - A majority of respondents engage by attending exhibitions or engaging in visual art
 - As well as accessing arts and cultural experiences within Woollahra LGA, a significant proportion of respondents also participates in the arts within Sydney CBD, greater Sydney and neighbouring local government areas
 - The top 3 reasons that respondents get involved in arts and culture are: to express themselves creatively; for entertainment; to meet new people
 - There is strong agreement that arts and culture are important parts of Woollahra's identity
 - Respondents believe there is room for improvement in Woollahra Council's investment in and support for arts and culture
 - Lack of information about what is happening and lack of suitable venues were identified as major barriers to participation in creative life
 - Respondents identified word of mouth, social media and the Wentworth Courier as the top 3 ways they find out about what is happening in creative life
 - Respondents were generally positive about their experiences of arts and culture in Woollahra – however those who engaged as volunteers or sponsors recorded the lowest levels of satisfaction
 - Respondents expressed a desire for more provision of just about everything, although exhibitions and programs, public art, events celebrating diverse cultures and festivals such as Seniors Week, were perceived as 'about right' in terms of level of service
- Respondents expressed strong support for activation of public spaces
 - Respondents expressed strong support for being able to use council facilities to practice and deliver arts and cultural activities
 - Respondents were keen to see more Council grants programs to enable them to deliver arts and cultural activities to their community
 - Respondents said they'd like 'more' live music, celebration of local architecture and design, exhibition spaces, festivals and community events
 - Respondents said they thought that the level of markets and fairs, promotion of recent heritage, amount of visual arts were 'about right'
 - Respondents suggested that they'd like to see 'less' of digital cultural programs

5.0 | Stakeholder engagement

5.4 | Key themes from the workshops

Workshops, focus groups and interviews were conducted between April and May 2024. The key themes and ideas that emerged from this process were as follows:

First Nations art culture and heritage:

- Increase representation of First Nations people and culture – recognition of country, telling of First Nations stories, connect with Elders - connect language to country, recognize key sites and language groups

Celebrate Woollahra's unique culture and character:

- Evolve Public Art programs – celebrate local stories – see the history around us – create digital opportunities
- Drive events and programs that celebrate Woollahra's diverse community
- Celebrate Woollahra's network of amazing organisations and individuals
- Reflect local history and culture – engage with local ideas
- Celebrate Woollahra's heritage – make visible and accessible
- Promote Woollahra's iconic and unique events state wide

Enhance and facilitate participation in arts and cultural life:

- Increase 'grassroots' participation – 'democratise' arts and culture - take art to the people – participation beyond the inner circle
- Deliver programs, exhibitions and events that are fun, create connection but also change views/behaviours – eg: tree planting event for World Environment Day
- Increase Participation of Young People in arts and cultural life
- Recognise the value of arts and culture to wellbeing, identity and cohesion

Enhance Services

- Enhance openings and Gujaga
- and culture and what motivates them to participate
- Increase visibility - do things in a concentrated way and do them well – just 1-2 things - innovative and edgy

Support arts and culture through 'hard' cultural infrastructure and open space:

- Make it easier and more viable for community groups, creatives, etc to access and hire community spaces for practice, rehearsal, performances and exhibitions
- Provide venues/spaces for community members / businesses deliver programs to the community
- Improve affordability and physical access
- Deliver more outdoor performances, exhibitions, arts and culture events
- Explore opportunities for placemaking as part of works for priority areas – parks, roads, traffic – eg: placemaking in commercial centres, use roads creatively – eg: street closures for pop up events, markets
- Streamline DA processes to encourage creativity and support artists in public space utilisation
- Identify opportunities to repurpose existing community spaces for cultural and creative activities – activate and increase utilisations
- Plan new community spaces and venues so they can be used for multiple purposes, including arts and cultural activities
- Support artist-run initiatives – ask people to come forward with a proposal for what they could do in an artist-run space – could be a collective

5.0 | Stakeholder engagement

Build a cultural ecosystem – leverage opportunities

- Tap into events and festivals happening in greater Sydney / adjacent suburbs
- Build relationships with other councils and arts and culture institutions - complement what they offer and make Woollahra's offer things that are unique and different
- Improve grants processes – get more diverse groups to apply – make it easier, give support – eg: Grant Applicants' Info. Sessions before grants open; Q&As on website
- Foster relationships with industry groups, other levels of government, business and commercial enterprises, neighbouring local councils – leverage relationships for collaborative/non-duplication of services and programs; sponsorship and grants
- Explore opportunities for Sponsorship and Philanthropy
- Support local creatives to apply for / win Commonwealth and state grants

Sustainability and Resilience

- Evaluate and measure performance – demonstrate Impact
- Review staffing and resourcing of arts and culture
- Maintain good governance for arts and culture policy and processes
- Develop the A&C Strategy within context of a 50 year future - hold space for blue sky thinking – consider how demographics will change – consider the cultural legacy we want to create

A discrete process for consultation with the First Nations community was included in the project methodology. The Gujaga Foundation was contracted to consult their local community (at La Perouse) on behalf of Woollahra Council

and to provide a short report that outlined key strengths and opportunities for the strategy to address. These included recommendations that Woollahra Council should: do more to highlight the unique First Nations history of the area; work with the First Nations community around cultural development programs, by making space/ venues available for cultural programs such as artefact making, cultural dancing, fundraising events to support language and culture revitalisation; and advocate with other government stakeholders in the area to ensure First Nations stories are told consistently and collaboratively.

A notable body of data collected during focus groups and workshops focused on how to better engage young people into cultural life and/or how to better tap in – across the generations - to the cultural activities and experiences that young people were pursuing at school or through community organisations, private lessons, theatre groups, etc. However, in analysing this data, it was also notable that these ideas and comments came from adults and service providers, rather than from young people and that no-one under 18 years old provided response to the online survey. The project team therefore made a decision to note and collate this data and to provide an action item that focused on hearing from young people about what they are looking for to enhance their participation in arts and culture, rather than to commit to actions that older age groups believed would benefit young people. This data appears at Appendix B.

A significant number of interviewees and focus group participants made suggestions about specific arts and culture programs, events or activities that they believed Council should facilitate or deliver, for example a small arts prize and a Shakespeare in the Park festival. These, specific, suggestions were not

5.0 | Stakeholder engagement

included in the strategy, however they provide a valuable list of ideas for future reference of Woollahra Councils arts and culture team. This data appears at Appendix B.

5.5 | Implications for the Strategy and Action Plan

The data gathered and analysed from the community engagement phase of the project was highly consistent with the findings from the literature review and benchmarking exercises that occurred during the 'Discovery' phase of the project. Key themes, around engaging with First Nations people, recognising and championing what is unique about Woollahra, increasing accessibility, affordability, inclusion and celebration of diversity were reflected, as were expectations around Council's role as an enabler of creativity, rather than as, implicitly, the deliver of arts and cultural services.

A key concept expressed in the literature, that was also strongly expressed, although in different terminologies, was that of the creative ecosystem and Council's role, along with other levels of government in fostering relationships, leveraging assets, providing grants and encouraging collaboration to develop a flourishing ecosystem. This included pursuing opportunities for partnerships, sponsorship and philanthropical contributions to local arts and cultural assets and activities.

The opportunities provided for creatives to make better use of Council's numerous assets – some of which are identified 'cultural' infrastructure and others of which are described as 'community' spaces and the benefit to Council and community of seeing these assets activated (and in turn activating local

areas) was another important theme to emerge in both the literature and via community consultation.

One area of current and future development in the arts and culture sector that is identified through the literature, but provoked little attention or discussion from the community was the area of digital arts, film and screen, including the need to enhance the skills of arts practitioners for a digital future. While this theme is acknowledged, the limited interest from the community meant that this is not highlighted in the strategy.

6.0 | Arts and culture infrastructure in Woollahra

6.2 | Council owned infrastructure

Council currently owns an extensive portfolio of community infrastructure. Some of this infrastructure, like the Woollahra Gallery at Redleaf, is designed and designated for arts and cultural purposes. However, while other, community infrastructure is not arts and culture-specific, it is frequently used by the community for creative purposes.

Utilisation data for Woollahra Libraries indicates visitation of 498,489 and participation in library events and programs of 20,094 people in 2022/2023. While utilisation data for Woollahra Gallery at Redleaf shows 12,604 visits during 2022/2023.

Current utilisation data for community spaces and places (as well as open spaces and parks) is not readily available. However, anecdotally, there is a view that they could be activated and that there are opportunities for Council to both better utilise existing infrastructure and resources and to better support arts and cultural activities within the municipality through their use.

Tables 6.1 and 6.2 below capture Council owned infrastructure, its location, and current uses.

Table 6.1: Council-owned arts and culture infrastructure

Venue	Address	Current Uses
Woollahra Gallery at Redleaf	548 New South Head Rd, Double Bay	Gallery (free admission) and Cultural Hub (Ground floor - available for hire) Contemporary art exhibitions, public events and workshops, hosting two 4 monthly Artist in Residence programs.
Woollahra Library at Double Bay	1/451 New South Head Rd, Double Bay	Delivers programs, cultural activities, Digital Literary Award, author talks, local history, children's programs, STEM programs and Woollahra Council Plaques Scheme. Provides a vibrant and relevant Library collection that meets community expectations. Residents of Woollahra LGA and adjacent LGAs Residents and visitors from greater Sydney
Paddington Library	247 Oxford St, Paddington	Residents of Woollahra and City of Sydney LGA. Residents and visitors from adjacent LGAs
Watsons Bay Library	8 Marine Parade, Watsons Bay	Residents of Woollahra LGA Residents and visitors from adjacent LGAs

6.0 | Arts and culture infrastructure in Woollahra

In addition to these, designated, cultural spaces, Woollahra Council owns a variety of community venues, some of which are licensed to arts and cultural professionals (eg: the Drill Hall at Darling Point) and others which are hired for ‘grassroots’ creative practices, which are either an element of a broader community program (eg: Miromar program at Cooper Park community centre) or have a specific, cultural purpose (eg: dance school at Cooper Park community centre).

Some of these spaces have been recently refurbished (eg: Vaucluse Bowling Club) while the majority of them are maintained to enable sustainability and delivery of services to a basic level. However, several community venues are aged and are not fit for purpose for contemporary arts and culture practice and/ or do not meet access standards.

It appears that utilisation of these venues, both generally as well as for creative practices, could be enhanced if they were refurbished to a level where they are fit for purpose and where their use for arts and cultural life is enhanced. There is significant potential to activate at least some of these spaces and to enable creative practitioners opportunities for skills development, to exhibit, rehearse, perform and deliver programs and workshops for the community.

This will require planning, including an initial audit of spaces and consultation to identify best uses and priorities, including the constraints of heritage-listed buildings. Activation will also require innovative approaches to the hire of these spaces for creative practices. In some instances investment by Council in both improvement and marketing of these assets will be necessary to reinvent and to

activate them for creative purposes.

Investment in activating community-cultural spaces will result in more opportunities for the local community and enable Council to support creative life within the Municipality, where a lack of housing affordability has led to creatives leaving the area to find accommodation in more affordable areas of Greater Sydney and the regions.

Table 6.2: Council-owned community infrastructure

Venue	Address	Current Uses
Vaucluse Bowling Club and Community Facility	New South Head Rd, Vaucluse	Re-opened in July 2024 Child and Family Health Services (Lic'd) Hire for Community / Recreational groups Parties and Functions
EJ Ward Paddington Community Centre	189 Underwood St, Paddington	Hire for Community / Recreational groups eg: Music classes and art groups / Exercise classes / Language classes
Canonbury Cottage	159 Darling Point Rd, Darling Point	Artist's Studios Book club Weddings in conjunction with McKell Park

6.0 | Arts and culture infrastructure in Woollahra

Drill Hall	1C New Beach Rd, Darling Point	Critical Path – music and dance (Lic'd) Hire for Community / Recreational groups eg: Exercise classes	Gaden Cafe	334 Queen St, Woollahra	Holdsworth Community Centre (Lic'd)
Cooper Park Community Hall	12 Cooper Park Rd, Bellevue Hill	Hire for Community / Recreational groups eg: Art classes / Dance school and exercise classes / Bridge classes / Meditation groups Parties and Functions	Holdsworth Community Centre	64 Holdsworth St, Woollahra	Holdsworth Community Centre (Lic'd)
Hugh Latimer Centre	512 New South Head Rd, Double Bay	Council Rangers Woollahra Preschool Hire for Community / Recreational groups eg: Dance groups and gymnastics Parties and Functions	Rose Bay Cottage	22a O'Sullivan Rd, Rose Bay	Holdsworth Supported playgroup Hire for Community / Recreational groups with children focus Children's birthday parties
The Bay Room	45 Bay St, Double Bay	Hire for Community / Recreational groups eg: Exercise and dance classes / Meditation groups / Pre-natal yoga	Sir David Martin Reserve Cottage	1C New Beach Rd, Darling Point	South East Community Connect (Lic'd)
The Gunyah	335 Old South Head Rd, Watsons Bay	Hire for Community / Recreational groups Parties and Functions	Proposed Community Centre at Rose Bay	Wilberforce Avenue, Rose Bay	TBA – currently in design phase
Sail Loft	New Beach Rd, Darling Point	Sailing disability groups (Lic'd)			
Cross Street Studio	1 Cross St, Double Bay				

6.0 | Arts and culture infrastructure in Woollahra

6.3 | Commercial galleries

Woollahra is also home to a significant number of non-Council owned commercial galleries, representing visual artists and hosting exhibitions that range from the works of entry level to internationally acclaimed practitioners. Most of these galleries are open to the public. Table 5.3 below captures the names and locations of these galleries, as well as an overview of their key characteristics.

Table 6.3: Commercial galleries in Woollahra

Venue	Suburb	Characteristics
Aroney Art Gallery	Double Bay	Textural art Open to commissions
Art2Muse Gallery	Woollahra	Back-to-back exhibitions of two weeks in duration Art consultations (in gallery or at home)
Cement Fondu Gallery	Paddington	Artists can apply for project space. Bookable for events, functions, meetings and special occasions (incl. wedding receptions and dinners)
Concetta Antico- 'The Queen Colour Gallery'	Woollahra	Exhibitions of artist's own work and that of guest artists
Daniella Photography	Bellevue Hill	Photography on commission

Defiance Gallery	Paddington	Stockroom Exhibitions
Dickerson Gallery	Woollahra	Exhibitions Visit by appointment (if outside business hours Wed-Sat 12pm-4pm)
Fellia Melas Gallery	Woollahra	Stockroom Exhibitions of figurative, abstract and realist paintings from Australian contemporary artists
Fine Arts, Sydney	Paddington	Visit by appointment
Fox Jensen Gallery	Paddington	Run a series of projects throughout the year Visitation by appointment (if outside business hours Wed-Sat 11am-4pm)
Live in Art Sydney	Double Bay	Facilitates a series of art prizes Internationally connected and home to a long list of artists
Martin Browne Contemporary	Paddington	Stockroom Exhibitions
Maunsell Wickes (at Berry Stern) Gallery	Paddington	Stockroom - sculptures Exhibitions – 9 spaces, sculpture courtyard

6.0 | Arts and culture infrastructure in Woollahra

Mesh Gallery	Woollahra	Artwork sales - online or in the gallery
Oceanic Arts Australia	Paddington	Buy and sell fine Oceanic Art Put together exhibitions, publications and collaborations
(Tim) Olsen Gallery and Olsen Annexe	Woollahra	Stockroom Exhibitions
Roslyn Oxley9 Gallery	Paddington	Exhibitions Annual Art Fair
Richard Martin Art Gallery	Woollahra	Stockroom Showroom
Sarah Cottier Gallery	Paddington	Exhibitions approximately once a month Artist's place of work – work features in art galleries nationally/internationally
Saint Cloche	Paddington	Exhibitions of 2-3 weeks in length Collaborates on projects with other businesses Art shop
Sally McKay	Darlinghurst	Photography
Thienny Lee Gallery	Edgecliff	Stockroom Exhibitions – focused on Australian and Asian art Elgas Kids Art Prize

6.4 | Public art

Council has had a long-term commitment to placemaking and to engaging the community in creative life through the medium of public art. Woollahra's extensive public art collection is comprised of pieces purchased or commissioned by Woollahra Council, pieces that have been donated by artists or their families and pieces that are on long-term loan. This is an innovative and flexible approach to maintaining a public art collection, that maximises the contribution of the many creatives resident in Woollahra.

These public art assets celebrate Woollahra's unique 'place' and character and help to preserve, emphasise and enhance the local identity of Woollahra and its people.

Table 6.4 below provides a list of public art in Woollahra, encompassing programs and projects, commissions and acquisitions, donations, and loans.

Table 6.4: Public art in Woollahra

Title	Artist/s	Location
Programs & Projects		
Cooper Park Community Hall Mural	Sharon Billinge	12 Cooper Park Rd, Bellevue Hill
Double Vision Digital Art Screen	Rotating program, following EO1	Underneath the escalators to the Woollahra Library (Kiaora Place) in Double Bay
Murray Rose Pool Murals	Linda Janssen	Murray Rose Pool, Double Bay

6.0 | Arts and culture infrastructure in Woollahra

Rose Bay 'Streets as Shared Spaces' Murals	Sharon Billinge Claire Foxton Alice McAuliffe Melissa Cook and Holly Williams	Percival Lane, Rose Bay Wilberforce Carpart, Rose Bay Collins Lane, Rose Bay Percival Park, Rose Bay	One	Campbell Robertson-Swann	Lyne Park, Rose Bay
Traffic Signal Box Project (no longer active)	Mel O'Dell Gabrielle Smith Andre Braun	Cranbrook Road, Rose Bay Adelaide Street, Woollahra Kent Road, Rose Bay	One Bright Pearl	Lindy Lee	Blackburn Gardens, Double Bay
Up the Wall Mural Project (no longer active)	Ignacio Querejeta Andre Braun Gabrielle Somers Nastia Gladushchenko	Rose Bay Cottage Christison Park, Vaucluse Robertson Park, Watsons Bay South Street, Rose Bay, Cnr Young and Oxford Street, Paddington	Renewal of Spirit	Bronwyn Berman	Cnr Bellevue Road and New South Head Road, Double Bay
Woollahra Library Artwork Commissions	Mulga Nadia Hernandez Adam Long Ignacio Querejeta	Woollahra Library at Double Bay Paddington Library, Paddington Woollahra Library at Double Bay Wilberforce Carpark, Rose Bay	Sea's Nest	Prof. Zhang Yangen	Yarranabbe Park, Darling Point
Commissions & acquisitions			Seated Woman II	Sam Harrison	Blackburn Gardens, Double Bay
Egg Swing	Mikala Dwyer	Royal Hospital for Women Park, Paddington	Tidescape	Clary Akon	Watsons Bay Baths, Watsons Bay
Embark	Lucy Irvine and Geoff Farquhar-Still	Lyne Park, Rose Bay	Donations		
Lion	Paul Hopmeier	Trumper Park, Paddington	Burden	Paul Hopmeier	Foster Park, Double Bay
			It Takes Two	Gillie and Marc	Cnr Gurner Street and Cascade Street, Paddington
			Logos	Alex Kosmas	Guilfoyle Park, Double Bay
			Pelicans	Folko Kooper	Lyne Park, Rose Bay
			Portrait of Rex Irwin (1990)	Judy Cassab	Woollahra Council Chambers, Double Bay
			Solitude	Jenny Green	Guilfoyle Park, Double Bay
			Loans		
			Dancing Frog	John Olsen	Lyne Park, Rose Bay
			Red Mountain	Russell McQuilty	Guilfoyle Park, Double Bay
			Refuge	Korban & Flaubert	Windsor Street, Paddington
			Spanish Stallion	Nic Fiddian-Green	Halls Lane Reserve, Woollahra
			Sun Disks	Diego Latella	Christison Park, Vaucluse

6.0 | Arts and culture infrastructure in Woollahra

6.5 | Schools and places of worship

There are a total of 20 public and private schools across Woollahra in addition to 10 churches and places of worship. Exploring opportunities to partner with local schools in arts and cultural initiatives has the appeal of both engaging the community with the institution and engaging the institution with its local community. Examples of opportunities that may exist include utilising school halls to host arts and cultural activities, connecting the local community to performances, exhibitions and other events hosted by schools, or engaging schools and their students in local arts and culture initiatives. Consideration of the role of schools within the local community was frequently mentioned by participants during the consultation process for this strategy and could inform the Strategy and Action Plan.

At the same time, it is important to remain aware that the priority of schools is education and their focus is on their students' achievement of academic and personal goals. It is also important to reflect on the independent nature of many of the schools located in Woollahra and the fact that, as esteemed, private institutions, their student population is drawn from across the Greater Sydney area, rather than representing the children and young people of Woollahra. Finally, in the current climate of concern for children's welfare and avoidance of risk, accessing educational institutions, particularly during school hours, is subject to significant levels of authorisation and permission. In short, while the proposition of 'opening up' schools to arts and cultural life within the community is attractive, further research and negotiation will be required to realise this outcome.

Tables 6.5 and 6.6 identify the types and locations of these facilities.

Table 6.5: Schools in Woollahra

School Name	Suburb	Post-code	School Sector	School Type	Statistical Area 2 Name
INDEPENDENT SCHOOLS					
Cranbrook Junior School	ROSE BAY	2029	Independent	Primary	Rose Bay - Vaucluse - Watsons Bay
McAuley Catholic Primary School	ROSE BAY	2029	Catholic	Primary	Rose Bay - Vaucluse - Watsons Bay
Holy Cross Catholic Primary School	WOOLLAHRA	2022	Catholic	Primary	Woollahra
Sydney Grammar School - Edgecliff Preparatory School	PADDINGTON	2021	Independent	Primary	Paddington - Moore Park

6.0 | Arts and culture infrastructure in Woollahra

The Scots College ELC campus	BELLEVUE HILL	2023	Independent	Primary	Rose Bay - Vaucluse - Watsons Bay	Kincoppal - Rose Bay School of the Sacred Heart	ROSE BAY	2029	Independent	Combined	Rose Bay - Vaucluse - Watsons Bay
The Scots College Preparatory School	BELLEVUE HILL	2023	Independent	Primary	Bellevue Hill	Cranbrook School	BELLEVUE HILL	2023	Independent	Secondary	Bellevue Hill
The Scots College, Ginahgulla Centre campus	BELLEVUE HILL	2023	Independent	Combined	Bellevue Hill	GOVERNMENT SCHOOLS					
The Scots College	BELLEVUE HILL	2023	Independent	Combined	Bellevue Hill	Double Bay Public School	DOUBLE BAY	2028	Government	Primary	Double Bay - Darling Point
Kambala, Fernbank Campus	ROSE BAY	2029	Independent	Secondary	Rose Bay - Vaucluse - Watsons Bay	Bellevue Hill Public School	BELLEVUE HILL	2023	Government	Primary	Bellevue Hill
Kambala	ROSE BAY	2029	Independent	Combined	Rose Bay - Vaucluse - Watsons Bay	Rose Bay Public School	ROSE BAY	2029	Government	Primary	Rose Bay - Vaucluse - Watsons Bay
Ascham School	EDGECLIFF	2027	Independent	Combined	Double Bay - Darling Point	Vaucluse Public School	VAUCLUSE	2030	Government	Primary	Rose Bay - Vaucluse - Watsons Bay
Reddam House	WOOLLAHRA	2025	Independent	Combined	Woollahra	Glenmore Road Public School	PADDINGTON	2021	Government	Primary	Paddington - Moore Park
						Woollahra Public School	WOOLLAHRA	2025	Government	Primary	Woollahra

As is the case with schools, there are a number of halls and meeting rooms associated with churches and synagogues, distributed across the Woollahra

6.0 | Arts and culture infrastructure in Woollahra

LGA, that may provide opportunities for hire by creatives. In considering prioritisation and investment in activating Council-owned cultural infrastructure the availability, accessibility and location of places of worship is another factor.

Table 6.6: Places of worship in Woollahra

Name	Location	Current Uses
All Saints' Church	85 Ocean street, Woollahra	Weddings, baptisms and funerals
Emanuel Synagogue	7 Ocean Street Woollahra	Arts and culture calendar on website – numerous events throughout the year, learning opportunities and special services
National Council of Jewish Women	11 Queen Street, Woollahra	
St Columba's Uniting Church	53A Ocean Street, Woollahra	Events and playgrounds
St Joseph's Catholic Church	12 Albert Street, Edgecliff	Music events
St Mark's Anglican Church	1 Greenoaks Ave, Darling Point	
St Peter's Anglican Church	Off Old South Head Road	Venue hire for church members (children's parties, anniversaries, community events, etc.)
Seventh Day Adventist Church	219 Edgecliff Road, Woollahra	
Uniting Church in Australia	15 Cross St, Double Bay	
Wentworth Memorial Church	32B Fitzwilliam Road, Vaucluse	

6.6 | Arts and Culture Programs delivered by Woollahra Council

Woollahra Council delivers a wide variety of programs and initiatives in the arts and cultural space. These include activities such as the Woollahra Small Sculpture Prize and Digital Literary Award; schemes and policies such as the Woollahra Plaque Scheme and Woollahra Creative Hoardings Policy; and cultural and creative programs such as those delivered at the Redleaf Gallery and at Council's three libraries at Double Bay, Watsons Bay and Paddington. This section of the report provides an overview of these 'soft' arts and culture infrastructure assets.

Woollahra Small Sculpture Prize

The Woollahra Small Sculpture Prize celebrates and explores the full potential of the small sculpture art format. This prestigious award supports and promotes diverse, original, freestanding and wall-mounted sculptures in a variety of mediums, measuring up to 80cm in any dimension. Over its 23-year history, the prize has featured some of the world's most exciting contemporary sculptures and continues to promote and celebrate artistic excellence, with the finalists exhibited at Woollahra Gallery at Redleaf each year.

Woollahra Digital Literary Award

The Woollahra Digital Literary Award recognises the best new contemporary literature in Australia, highlighting innovation and creativity. Inaugurated in 2017, it is inclusive of all forms of literature, including poetry, fiction and non-fiction works, as well as multimedia and hybrid works that were first published in a digital format. Each year well-known authors and critics from the literary community select a shortlist of winners, who are celebrated at an Awards Night

6.0 | Arts and culture infrastructure in Woollahra

at Woollahra Library, with the winning works receiving prize money of between \$1,000 and \$2,500, depending on the category.

Youth Photographic Award and Short Film Prize

This annual competition, founded in 1994, is open to high school students who live, or attend school, in the Woollahra Local Government Area. The competition enables emerging photographers and filmmakers and opportunity to practice and value their craft and provides an opportunity for them to share their creativity, innovation and imagination with their local community.

Woollahra Historical Plaques Scheme

The Woollahra Historical Plaques Scheme honours exceptional people or events associated with the Woollahra local government area that have made a significant impact on life in the area or Australia as a nation. There are currently 43 plaques distributed across Woollahra that can be found using a map and suburb directory on Council's website.

Woollahra Creative Hoardings Policy

Council seeks to increase public art and provide opportunities for artists and designers to create works for display in the public domain by requiring artwork on all construction site hoardings. This policy's objective is to:

- Contribute to the visual amenity of the public domain and streetscape during the construction phase of development.
- Transform the required hoardings surfaces of developments into visual creative canvases.

- Help support and promote arts and artists.
- Promote cultural development and placemaking within the local community.
- Contribute to the vibrancy of Woollahra Local Government Area (LGAs) local centres.
- Discourage bill posters and graffiti at construction sites.

Hoarding applications can be licensed artwork, historic images and/or designs promoting sustainability and biodiversity.

Woollahra Gallery at Redleaf

Aside from providing a physical, exhibition space, the Woollahra Gallery at Redleaf delivers a variety of programs and events to engage with the local community, aside from visitation to experience visual arts. This includes author talks, creative workshops, poetry readings and musical performances.

The Gallery has also initiated an **Artist in Residence program**, which, through and annual expressions of interest process, enables artists access to free studio spaces, for a time limited period, to develop and share their practice.

The Gallery's exhibition model is also based on an expression of interest process, to establish an annual schedule of artist-exhibitors, who pay for the exhibition space and who have an opportunity to make sales during their tenure. The Gallery does not have a permanent collection.

Woollahra libraries – Double Bay, Watsons Bay and Paddington

Across its three libraries at Double Bay, Watsons Bay and Paddington, Council

6.0 | Arts and culture infrastructure in Woollahra

offers a range of children’s services, youth services, a home library service, lifelong learning activities, technology help, and various cultural programs and events. These include:

- Early literacy programs
- Writer development workshops and events.
- Author talks, including heritage and historical themes
- Online language learning
- Local history programs – capturing and sharing local stories, images and artefacts; delivering projects to connect people to local stories; local history walks

Grants programs

Council manages several, annual grants programs, to support innovative, local programs to respond to local needs. Grants are designed around a transparent application and allocations process and aim to encourage the development and delivery of activities that will benefit people living, working and /or studying in the Woollahra Municipality.

Grants of relevance to the arts, culture and creativity are the **Community and Cultural Grants** scheme and the **Placemaking Grants** scheme, while particular aspects of arts and culture strategy (such as fostering a ‘food’ culture and evening activation) may have relevance to the **Business Sector Support** grants program.

Local walks and trails

Although not defined as ‘arts and culture’ programs, Woollahra Council delivers a number of local walks and trails, with online maps to enable residents and visitors to take a ‘do it yourself’ tour of sites of significant interest. This includes **Art and Culture** walks of suburbs: Double Bay, Paddington, Rose Bay, Watsons Bay and Woollahra; as well as **Bush Tucker** walks produced in partnership with Bush Tukka Dreaming, a First Nations enterprise.

6.7 | Recreation

While not explicitly arts and culture infrastructure, Woollahra is also home to a range of recreation sites like parks and ovals, beaches and community gardens that could be activated to support arts and culture. These are listed in Table 5.7.

Table 6.7: Recreation sites in Woollahra

Parks and sports grounds		
Andrew Petrie Oval (synthetic field)	Bellevue Park	Blackburn Gardens
Camp Cove Reserve	Chiswick Gardens	Christison Park (incl. multi-purpose courts)
Cooper Park (amphitheatre)	Cooper Park (lower)	Duff Reserve
Gibsons Beach Reserve	Lighthouse Reserve	Lough Playing Fields
Lyne Park	Lyne Park Tennis Centre	McKell Park
Parsley Bay Reserve	Robertson Park	Rose Bay Park

6.0 | Arts and culture infrastructure in Woollahra

Ruschcutters Bay Park (North)	Ruschcutters Bay Park (South)	Steyne Park
Tingira Memorial Park	Trumper Oval	Trumper Park Tennis Centre
Woollahra Playing Fields	Yarranabba Park	
Harbourside pools and beaches		
Camp Cove Beach	Gibsons Beach	Hermit Point and Hermit Bay
Kutti Beach	Murray Rose Pool	Parsley Bay Swimming Enclosure
Queens Beach	Seven Shillings Beach	Shark Beach
Tingira Beach	Watsons Bay Baths	
Boating facilities		
Lyne Park (west side) Boat Ramp	Lyne Park (east side) Boat Ramp	Steyne Park Boat Ramp
Free access to Sydney Harbour via wharves for both motorised and non-motorised water craft, including small water craft such as dinghies, kayaks, paddle boards, etc.		
Community gardens		
Cooper Park Community Garden	Holdsworth Communal Garden	Paddington Community Garden
Rose Bay Community Garden	Windsor Street Communal Garden	

Cycleways		
Bondi Beach to Rose Bay	Centennial Park to Bronte	Grand Tour of Sydney's East
Paddington to Darling Point	Sydney Olympics Road Circuit	
Walks		
Coast Walk – Christison Park to Inner South Head	Gap Park Historic Tramway Trail	Harbour Walk – Rose Bay to Watsons Bay
Harbour Walk – Rushcutters Bay to Rose Bay	Bondi to Manly Walk	

6.8 | Woollahra is part of a broader cultural ecosystem

Woollahra does not exist in isolation and, indeed, is in an enviable position in terms of its proximity to arts and culture events, programs and activities in neighbouring LGAs. Nearby assets include the Sydney Opera House, Art Gallery of New South Wales, Sydney City Recital Hall and Museum of Contemporary Art, while programs include Vivid, the Sydney Biennale and Waverley's annual Sculpture by the Sea exhibition.

In addition to the array of publicly funded arts and culture activities, Woollahra Municipality is host to the largest number of private art galleries in NSW and has well-established community and arts and culture not for profit providers. There are opportunities for Council to leverage the opportunities that these

6.0 | Arts and culture infrastructure in Woollahra

organisations provide, initially by mapping the cultural ecosystem (including state government, neighbouring local government, commercial and not-for-profit programs and activities) and then by proactively reaching out and fostering relationships and collaborations, including cooperation in seeking funding opportunities.

6.9 | Potential future requirements

As noted in Section 5.2 of this report, Woollahra makes limited provision of dedicated, 'hard' arts and cultural infrastructure. For artists, creative spaces provide somewhere to think, create and be separate from other commitments in their life. This in turn encourages a sense of legitimacy in their practice and confidence to engage with the creative ecosystem, network, collaborate and take on professional development opportunities.

For the community, the benefits of investment in 'hard' and 'soft' arts and culture assets are both direct and indirect, with initiatives from community participation creating long-term, meaningful impacts such as a sense of social inclusion and connection among community members. Through free community events, accessing spaces such as the gallery and library, networking and engaging with arts and culture organisations, community members, particularly those who are vulnerable gain a sense of identity and belonging, building social and civil capacity. Participation also means that community members can practice self-expression, explore new ideas or learn and develop new or inactive skills.

Finally, arts and culture provide an accessible entry point for Council to engage with the community around complex social issues, from climate change to family violence. Arts and culture, for example performance, allow Council to explore views, to highlight its policy position and to create dialogues around topics that may otherwise prove to be alienating or divisive (or even just plain uninteresting) to the community.

6.10 | Implications for the Strategy and Action Plan

The Woollahra community is well provided for in some areas of arts and culture 'hard' (physical) infrastructure and in long-established, 'soft' infrastructure programs, such as the Small Sculpture Prize and Public Art, which have made significant impact both locally and internationally. While the beneficiary of a number of legacy, historic community buildings, located in scenic settings, their maintenance, accessibility and fitness for purpose pose challenges that will need to be overcome to maximise their use and Council's return on investment

The community is also fortunate to play host to a plethora of local, commercial galleries and independent schools and the potential these community assets represent. However, the benefits of commercial and independent infrastructure are not harnessed to the extent that some within the creative community might expect.

Third, the Woollahra Community and Culture team is dedicated, capable and resilient, but small in size and Council will face challenges in taking arts and culture in new directions within this limited capacity.

6.0 | Arts and culture infrastructure in Woollahra

An evaluation of Woollahra's hard arts and culture infrastructure identifies the following themes and issues:

Accessibility – given population densities and population ageing, the accessibility of Woollahra's arts and culture facilities is of critical importance. Whether considering transport access - limited availability of public transport; adequacy of parking; access for people with mobility impairment; cultural safety for diverse populations; or affordability during the current cost of living crisis, reviewing and planning for access is a critical foundation for both soft and hard infrastructure planning.

Adequacy – given the distribution and limited provision of designated, 'hard' arts and culture infrastructure, there is a need to review, audit and identify opportunities to re-purpose and/or extend the functionality of community assets to support creative life. This includes considerations of the age and structural limitations of these assets, as well as resourcing. Further considerations relate to models of asset management that will enable creatives to access spaces for periods longer than the current 'room for hire' paradigms, under a licence or lease agreement. Finally, extending the purpose and use of Council assets not only benefits creatives and community members who share in their creativity, but delivers improved public value and return on investment for Council.

Private and commercial assets – Woollahra is rich in non-Council arts and culture (and community) infrastructure, through the presence of myriad commercial galleries and independent schools in the LGA. Working out how to unlock these privately-held assets, in ways that are collaborative and

mutually beneficial (and, determining what mutual benefit looks like) would enable Woollahra to leverage from the opportunities that these private and commercially-held assets could bring.

Neighbouring assets - In a similar vein, Woollahra LGA is abutted by other local governments that are also enthusiastic about arts and culture, creative life and community access and participation. The Discovery and engagement phases of this project have identified significant interest from other, neighbouring Councils to work more closely and collaboratively and to limit competition and duplication of services.

The presence of some of Australia's premier cultural institutions within 5-10 kilometres of Woollahra LGA – the Art Gallery of NSW, the Sydney Opera House, to name but two – provides opportunities for the local community to benefit from them. While the community survey indicates that this is already **happening for** some local people, the strategy of leveraging this proximity, rather than competing or duplicating the services of these iconic institutions is worthy of consideration.

7.0 | Key implications for the Strategy and Action Plan

Key implications for the development of the Strategy and Action Plan based on the evidence in this report are listed below.

Socio economic context

- The relatively steady rise in population to 2041 means that more people across Woollahra may seek opportunities to participate and engage in arts and culture.
- However, the population is expected to age to 2041 with a high median age of 42 and a higher proportion of people over 50 years old (rising to over 40% in the future). This will be relevant for venue accessibility, offer types (potentially daytime rather than night-based activities) and arts and culture as a mechanism to promote health and well-being.
- The slight reduction in residents aged 0 to 35 years (population from natural increase slowing and also most likely due to mortgage and rent costs) may also have implications for programming.
- As a result of colonial displacement, there are few First Nations people living in Woollahra (about 200) although there is a strong, local community at nearby La Perouse. The relative size of the resident population and the emerging need to recognise and include First Nations culture presents challenges to representation, within Woollahra's traditional, predominantly European culture (and continued migration from Europe and Asia).
- Current and future planning for housing density means that there is likely to be more couples and single people and fewer families, although this varies across suburbs. Arts and culture may therefore play a role to combat loneliness and create social cohesion outside a one- or two-person household.

- Importantly, mortgage and rental costs are extremely high which can be prohibitive for the types of people in the creative sector who might want to live and work in Woollahra. This, coupled with a lack of affordable housing and public/community housing provision, poses a risk to the development of creative life and a 'creative class' in Woollahra.
- Volunteering levels are relatively high and this, coupled with an ageing population, may present opportunities to further engage volunteers in service delivery for arts and culture.
- Respond to community sentiment in terms of the relative prioritisation of arts and culture compared to other community preferences.

Policy alignment

- Align with other strategies and plans in the IP&R Framework and link directly to *Woollahra 2032: Community Strategic Plan* Goal 3: 3.1 'Promote opportunities for innovative, creative and cultural initiatives that support the community'.
- Ensure future iterations of IP&R plans and other Council strategies and plans are updated to reflect the Strategy and Action Plan and vice versa.
- It will be critical to align the Strategy and Action Plan with *Revive* and *Creative Communities* to facilitate funding and strategic direction, especially in terms of some of the most relevant elements at place-level.
- Consider whether other, Woollahra Council policies/strategies can be adapted/ revised or developed to support the Strategy and Action Plan.

7.0 | Key implications for the Strategy and Action Plan

Document structure

- Agree on key definitions for key terms.
 - Develop vision/purpose using social cohesion/wellbeing etc. as an overarching goal.
 - Include themes/goals/objective which respond to *Creative Communities*. Include 4-5 key focus areas as a maximum.
 - Include actions which are achievable over the next four years within a) Council's budget b) Council's budget plus potential external government and non-government funding c) a stretch target i.e. include actions which might not currently be available for funding i.e. 'shovel ready' projects/activities/initiatives
 - Develop program logic and monitoring and evaluation framework linked to intrinsic, instrumental and institution value.
- Decide how to respond to future trends and audience needs, especially in terms of the Woollahra socio-economic context, and new forms of virtual interaction and new methods of delivery via changing technologies.

Respond to trends/developments

- Map the existing and potentially new ecosystem in terms of collaborations and partnerships to deliver arts and culture outcomes. This includes being clear on what is currently delivered/enabled by which organisations and the benefit this brings.
- Discuss whether it is possible/necessary to take a whole-of-government approach and put arts and culture at the centre of Council decision making.
- Discuss the role of First Nations Australians in the development of the Strategy and Action Plan and the relative primacy of taking a First Nations first approach.
- Examine the role of council owned and non-council owned in terms of creative spaces and public spaces for creating and experiencing art.

8.0 | Evaluating the Woollahra Arts and Culture Strategy and Action Plan

Evaluation plays an important role in supporting implementation of the Woollahra Arts and Culture Strategy and Action Plan. It ensures that those implementing the plan have clear sight of the targets they are working towards and that the impact of culture and the arts is measured and reported. It enables visibility and demonstration of value, contributing to policy making and to ensuring cultural life is represented within Woollahra Council's broader, strategic framework.

For many areas of local government activity, evaluation is a relatively straightforward process of comparing cost (the budget invested by Council) against benefits (the number of people who participate in a service; the number of metres of roads or footpaths laid) with discrete areas of Council, and budget lines, assigned to discrete programs. However, as with many 'soft' social infrastructure services, the mathematics are not so simple when it comes to evaluating arts and culture.

Firstly, the value generated by arts and culture relates to all aspects of life for the citizens of Woollahra and the inputs to its creation is dispersed across many areas of Council. The value of public art within a park adds to the outcomes of citizen enjoyment of open space, while the availability or absence of parking at a music performance directly impacts the cultural experience.

Similarly, the dispersed 'responsibility' for achieving cultural and creative outcomes in the Woollahra community – with people accessing cultural

experiences not only via Council-generated and funded activities, but through commercial organisations (such as art galleries) within Woollahra and Greater Sydney and through the offer of other local governments in neighbouring and more distant LGAs.

Thirdly, as Woollahra's first Arts and Culture Strategy, many of the actions proposed will be foundational – 'explore'; 'investigate' and the focus for evaluation should be on establishing baselines for data and developing methodologies for collecting data that go beyond simple measures of 'visitation' or participation (though these are important) to measure dimensions of satisfaction and short/long-term impact.

Evaluation of the strategy will be integrated into the Action Plan, with each action allocated a mix of qualitative and quantitative performance indicators. Some indicators are expected to be collected via Council's biennial Community Satisfaction Survey (eg: satisfaction with Redleaf Gallery), some will rely on the relevant staff teams measuring and reporting outputs and outcomes, while others will continue to be collected as they are currently, via independent means (eg: Woollahra Libraries biennial 'PLEN' survey). The approach to evaluation is outlined in the table below.

8.0 | Evaluating the Woollahra Arts and Culture Strategy and Action Plan

Table 8.1 Evaluation of Arts and Culture Strategy

Evaluation Element	Potential Performance Measures
Inputs	Council Budget allocation Sponsorship / donations Staff hours
Outputs	Revenue from user fees and charges Venues: visitation / utilisation Participation in programs and events Membership of libraries Products, artefacts, reports, etc are produced on time / budget
Outcomes	Participant satisfaction 'Importance' of service/s to community Impacts on participant lifestyle and achievement of life goals Measures of performance in related areas ('proxies') Measures of connection and belonging

Attachment A: Key documents reviewed

A.1 Australian government policy

- *Revive*: a place for every story, a story for every place

A.2 State government policy

- *Creative Communities*: Putting culture at the heart of the state: NSW Arts, Culture and Creative Industries Policy, 2024-2033

A.3 Council documents

- Woollahra Social and Cultural Plan 2018-2030
- Community Strategic Plan – Woollahra 2032
- Community Engagement Strategy 2023
- Reflect Reconciliation Action Plan 2022-2023
- Disability Inclusion Action Plan
- Woollahra Libraries Strategic Plan 2021-2026
- Public Art Policy 2019
- Public Art Gallery Arts Strategy 2017
- Public Art Gallery Collection Policy 2017
- Woollahra Gallery at Redleaf Exhibition Policy 2021
- Redleaf Gardens Plan of Management
- Creative Hoardings Policy 2023
- Public Art Guidelines for Developers 2020
- Community Facilities Study 2019

A.4 Council land use management and master plans

Woollahra Council has a large suite of strategic and land use planning documents, several of which are of relevance to art, culture and creative life.

These plans document Council and the community's vision for Woollahra's unique identity, amenity and sense of place. At a practical level, they provide a policy framework for the use of all local parks, gardens and outdoor space for arts and culture pursuits, that may include events, exhibitions, performance and installations.

The preservation of local heritage is another key feature of these plans, some of which relate to specific heritage infrastructure (e.g.: Strickland House) and others to conservation areas (e.g.: Paddington). Plan include:

- Double Bay Place Plan
- Gap Park Master Plan/Plan of Management
- General Community Use (reserves) plan of management
- Harbourview Park Plan of Management
- Landscape Code
- Local Parks Plan of Management
- Oxford Street and Paddington Place Plan
- Paddington Heritage Conservation Area DCP
- Parsley Bay Reserve Plan of management
- Queen Street Woollahra Strategic Masterplan
- Regional Parks Plan of Management
- Robertson Park Action Plan/Master Plan
- Rose Bay Centre DCP/Public Domain Improvement Plan
- Royal Hospital for Women Park Plan
- Trumper Park Plan of Management
- Watsons Bay Heritage Conservation Area
- White City DCP
- Woollahra LEP no. 27 – Strickland House

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Integrate with First Nations Peoples stories	Randwick City Council City Council	Establish a strong cultural identity for the Randwick LGA which is inclusive of our diverse communities and recognises the contribution of First Nations people by 2031 Recognise, value and celebrate our First Nations history through a minimum of 5 targeted events, activities or programs each year.
	Waverley Council	Increased local opportunities to learn from and share Aboriginal arts and culture, including working with local Aboriginal elders and community to: <ul style="list-style-type: none"> • Increase visibility of Aboriginal arts and culture in the public domain and social infrastructure, including through public art, signage and performance. • Increase Aboriginal language, culture and storytelling programs and activities
	City of Canada Bay	Work with the Aboriginal community in relation to management and creation of interpretive artworks exploring Aboriginal culture and developing understanding and community awareness Commission indigenous arts and cultural interpretation at key sites as identified in the Aboriginal Cultural Heritage Study
	Blacktown City Council	Champion projects that profile First Nations knowledge and leadership in connecting with Country
	City of Greater Geelong	Formally engage a First Nations People’s Arts Advisor to guide and support Council’s arts and cultural policies, processes, and programs
	City of Gold Coast	Develop a long-term plan for Indigenous heritage and culture on the Gold Coast that includes a commitment to the development and promotion of our local Indigenous artists. We will support programs and initiatives that elevate our rich Indigenous heritage and culture. This program of activity will be supported by the newly established Indigenous Cultural Officer position in the Arts and Culture Unit
Celebrate non-indigenous cultural heritage	City of Canada Bay	Celebrate the City of Canada Bay as a place with a diverse industrial, social and cultural history which needs to be recorded and reflected in the physical environment Manage and interpreting cultural material from historical estates and key industrial sites to provide a rich resource for contemporary arts projects and public art features
	City of Greater Geelong	Maximise the community’s access to Council’s arts and heritage collections and optimise the care of these 12,000+ valuable objects, artworks, and artefact
	Lane Cove Council	Develop projects to encourage empathy and understanding between communities and cultures
	Newcastle City Council	Expose local stories, both historic and contemporary, through cultural programming and build Newcastle’s cultural identity

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Maximise existing and deliver new infrastructure	City of Canada Bay	Partner with a range of providers to ensure the community has access to appropriate affordable cultural facilities Improve the capacity of local libraries to respond to emerging technologies and offer a wider range of program and services
	Randwick City Council	Transform Newmarket stables into a cultural hub and ensure that at least 50% usage is for local artists by 2027 Utilise all 5 spaces at the Randwick Literary Institute, to provide additional opportunities for Arts and Cultural activity by 2025
	Waverley Council	A network of affordable, fit-for-purpose, cultural and arts facilities that support cultural and creative participation, production and presentation Identify Council owned spaces and assets and convert those which are underutilised Consider greater opportunities for partnerships between community organisations and Council Reduce the barriers to applying to use spaces owned or managed by Waverley Council by simplifying processes
	City of Sydney	Increase the capacity of four City community venues for use as rehearsal spaces with improvements (such as soundproofing, sprung floors, storage, wi-fi) as required Review five City of Sydney community venues to enable and increase their cultural activity use through providing low-cost, specialised facilities and equipment to accommodate a range of professional creative practices, such as aerial work, wet-dry space and equipment for visual artists and office environments for start-up creative businesses Consider residency models in the city's libraries and other relevant spaces that provide work space for writers and deliver new programs and opportunities to library users and the broader community Work with the Australian Hotels Association, Music NSW or other peak bodies to develop processes to increase the number of hotel spaces in the City of Sydney that can be made available to musicians and other artists for rehearsals
	North Sydney Council	Utilise empty Council shopfronts as short-term studios and exhibition spaces
	Blacktown City Council	Identify under-utilised spaces that can be used to support local creative business to develop and grow sustainability
	Penrith City Council	Utilise empty spaces as pop up or temporary spaces for creative activity
	Lake Macquarie City	Investigate cultural hub projects, incubators and pop-up exhibitions within Lake Mac Libraries and community facilities Seek a suitable residency and model of operation Investigate innovative volunteer and professional models of management for existing Council cultural assets

116

WOOLLAHRA MUNICIPAL COUNCIL
Arts and Culture Strategy and Action Plan August 2024

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Support the creative sector via cultural capacity building	City of Gold Coast	Provide more cultural hubs and creative spaces in local neighbourhoods will provide greater opportunities for our community to experience arts and culture Support our artists and creative industries to drive and explore new and emerging digital platforms
	City of Canada Bay	Expanding both studio/workshop space and exhibition space for local artists and designers
	Randwick City Council	Identify appropriate venues and platforms for experimental artists and musicians to be creative by 2027 Transform Blenheim House into a cultural hub and ensure at least 3 of the 4 studio spaces are used for local artists/performers; and a minimum a 50% of exhibition/rehearsal time for local artists by 2024
	Waverley Council	Facilitate networking opportunities that are aligned to building cultural capacity with local creatives, arts organisations and institutions Host professional development workshops for local creatives of all ages Investigate opportunities to enhance the use of Council's current publications and digital platforms to raise the profile of local creative practitioners
	City of Sydney	Initiate creative projects with the business community to support cultural and precinct vitality including extending and promoting the City's short-term creative spaces programs Engage business and commercial developers to incorporate temporary and long-term creative workspace into new developments, for example through the use of voluntary planning agreements Research opportunities for partnership with educational institutions and other appropriate providers to offer creative practitioners after-hours access to equipment and facilities Promote existing training and professional development services for the creative sector (such as Creative Partnerships Australia, National Association for the Visual Arts, Creative Industries Innovation Centre) through the Creative City website and other platforms
	City of Launceston	Develop a central place for creative activity to be celebrated and enacted – bring together creative individuals from diverse creative sectors
	Blue Mountains City Council	Provide opportunities for creatives to sell and display their products by facilitating the delivery of markets by external operators, pop-up shops, and performances on Council properties Ensure visual artists are paid industry rates (NAVA) for their services and products. Ensure musicians, actors, performer and theatre workers are paid award wages as designated by The Media Alliance and Live Performance Australia

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
	City of Greater Bendigo	Build digital and other infrastructure and partnerships that attract cutting-edge creatives Provide an easy and straightforward way for creatives to find out what funding is available Provide virtual and/or physical spaces for creatives to connect with one another
	City of Greater Geelong	Invest in professional development, artist residencies, cross-sector networking, capacity-building for artists and creative enterprises, and initiate an Arts and Culture Reference Group to advise on sector challenges and opportunities, including the employment and retention of local creative talent
	City of Maribyrnong	Investigate the establishment of an association, open to all creative-sector organisations and businesses that will promote Maribyrnong as a centre for creative excellence, and will work with Council to effectively ensure ongoing development of the local creative sector Compile a register of former industrial and commercial spaces suitable for creative- industry start-ups
	Penrith City Council	Cultivate Penrith's creative cultural industries and champion and support local artists so they can sustain viable career pathways locally
Facilitate affordable housing for creatives	City of Canada Bay	Recognising residential areas as new work environments for home-based creative workers and aim to increase connectivity and resources in existing town centres for local workers and working with developers to ensure better provision of work/live housing in new developments
	City of Sydney	Investigate a cooperative housing project for artists in their first five years of practice in the creative industries Advocate to the NSW Government and community housing providers to provide access to affordable rental housing in the inner-city for artists and creative workers not traditionally classified as 'key workers' Investigate planning tools to enable the establishment of live-work spaces in non-residential buildings in the City's local government area for Sydney's creative workers.
	City of Maribyrnong	Investigate planning mechanisms to encourage property owners to contribute or provide space for the arts and creative activities within their developments (including live-work spaces for artists), and consider their applicability or adaptability to new developments in Maribyrnong

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Ensure a place-based approach	City of Canada Bay	<p>Integrate cultural planning into the broader planning framework in relation to major urban projects and place initiatives</p> <p>Support the emerging role of creative industries in town centre renewal</p> <p>Ensure that public art and design are integrated into both new development and town centre improvement work</p>
	Randwick City Council	<p>Create an award winning nationally and locally recognised cultural arts precinct around the Randwick Junction Town Centre by 2031</p> <p>Develop a laneway revitalisation plan by 2023 that details how laneways in the LGA can be activated to provide opportunities for cultural expression and community engagement</p> <p>Increase by 20% the opportunities for Council and external producers for outdoor performance and festival programming, street art and mural installations, to generate a lively street culture both day and night in each town centre by 2031</p>
	Waverley Council	<p>Determine an operating model for the Boot Factory and Bondi Pavilion to determine their future use and deliver on the goals and strategies in this plan</p> <p>Further investigate the existing provision of, demand for and opportunity, to increase cultural production and maker spaces in the Waverley LGA and regionally</p>
	City of Sydney	<p>Set priorities within the Cultural Grants Program for creative activity that amplifies each precinct's distinctive histories, stories and contemporary characteristics. Funding will be conditional on evidence of partnerships, for example with businesses or individuals through crowd-sourcing platforms</p> <p>Support village festivals and markets to ensure events include programming and business-mix principles that express the local characteristics of each area and connect with local stakeholders</p> <p>Release updated Guidelines for Public Art in New Developments</p> <p>Fostering a creative hub in William Street including work and studio space, creative retail and residential live-work spaces for creative practitioners</p>

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Maximise natural assets i.e. the waterfront	City of Canada Bay	Develop a staged cultural program to enhance key natural environments and the foreshore areas Ensure cultural input in the early stages of planning and design of public places to promote distinctiveness and authenticity Work with Sydney Harbour Foreshore Authority, Arts NSW, Sydney Olympic Park Authority...alongside Parramatta and other 'River' Councils to develop a regional focus to the river
	Waverley Council	Create opportunities for increased cultural and/or heritage interpretation in public domain, open space and along the coastline
Provide ongoing operational funding	City of Sydney	Dedicate specific funding priorities in the Cultural Grants Program for activating the public realm with temporary creative initiatives that contribute to the inner city or village character and support precinct vitality and growth Dedicating \$20 million to public art, including place-based projects in George Street, and seven major public-art commissions that recognise and celebrate Aboriginal and Torres Strait Islander history, culture and contemporary expression (an Eora Journey Project)
	Waverley Council	Dedicate specific funding priorities in the Small Grants Program for activating the public realm with temporary creative initiatives that are co-designed with the community and contribute to the character of neighbourhoods and support precinct vitality
	City of Newcastle	Partner with Newcastle's small to medium not-for-profit arts and cultural organisations in growing arts and culture in the city Establish up to five programming partnerships of three year terms with key programming deliverables for the city
	City of Maribyrnong	Investigate best-practice funding models and consider the introduction of three-year funding agreements for the Arts Organisational Funding to optimise performance and enhance sector stability

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Drive external partnerships, collaborations and investments	City of Canada Bay	Establish creative partnerships with government and regional institutions to enable innovative regional cultural projects e.g. universities, Department of Education. Department of Health (for health and lifestyle)
	Randwick City Council	Work in partnership with UNSW to promote arts and culture in the collaboration precinct by 2031
	Waverley Council	Continue to work collaboratively with neighbouring and regional councils to promote creative and cultural offerings in the region that can draw diverse audiences for daytime and night time experiences, and align planning priorities Build relationships with State and Federal bodies such as Create NSW, Australia Council for the Arts, Destination NSW and Tourism Australia to leverage additional resources to support Waverley's arts and culture activities
	City of Sydney	Investigate opportunities to work with tertiary education or other relevant partners to provide casual or membership-based access to creative space and equipment Support collaborative consumption schemes for access to musical instruments for eligible City residents in partnership with an industry peak body or appropriate music organisation, and NSW Department of Education & Communities Promote existing collaborative consumption schemes to encourage exchange of appropriate hardware and tools for creative activity Investigate partnerships with cultural organisations to make Sydney's rich historical and archival collections more accessible, through promotion and integration of new technologies, or programs. Engage with the NSW Department of Education to consider new partnerships with local schools that involve local arts practitioners and support arts education in schools
	City of Greater Bendigo	Encourage government agencies, institutions, businesses and creatives to collectively invest in shared technology
	Penrith City Council	Broker cross-sectoral partnerships to increase arts and cultural opportunities with community services, organisations, schools and others

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Deliver accessibility and affordability	Randwick City Council	Increase the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline Increase attendance at Council's arts and cultural programs, events and venues by 10% by 2031, from a 2018-19 baseline Expand and distribute Council's program of cultural activities and events to allow for a minimum of 1 cultural activity in each suburb (13) from 2025 onwards
	Waverley Council	Stipulate conditions for grants to major festivals and events to ensure they include appropriate, targeted activities and opportunities for families, people of all ages, culturally diverse communities, and people with disability
	City of Sydney	Research best-practice models to support young people and seniors to access night-time cultural events (such as parking-fee discounts to P-plate drivers under the age of 25, and the German taxi systems for safe travel for young women). Stipulate conditions for grants to major festivals and events to ensure they include appropriate, targeted activities and opportunities for families, children and young people
	Blacktown City Council	Increase the accessibility and awareness of existing grant and residency programs to under-represented groups
	City of Greater Geelong	Continue to tell the stories of our region through a suite of digital, interactive apps, and commission new digital assets created by, with, and for, the community

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Build intergenerational connections	City of Canada Bay	Assist intercultural and intergenerational community led projects and address the specific needs for young people to develop new skills. Extend creative intergenerational programs with schools and the Men’s Shed etc.
	Randwick City Council	Explore partnerships by 2022, with a goal of increasing opportunities for disadvantaged youths to participate in the performing arts
	Waverley Council	Continued provision of and support for programs and activities with a focus on local storytelling and sharing, including intergenerational and intercultural, to support strong community connections Encourage young and emerging creatives to develop skills applicable to the creative sector Identify local schools that could be encouraged to participate in arts and culture programs Support and facilitate mentoring between established and emerging artists
	Blue Mountains City Council	Council’s support of young artists and their practice is diverse and easily accessible. Specific programs are geared to young creatives, ensuring they do not need to compete with more senior practitioners for support
	City of Greater Bendigo	Continue building relationships with a diverse range of higher education institutions and support creative initiatives in schools
	City of Maribyrnong	Develop a Young People and the Arts Engagement Plan that connects young people with the programs and initiatives articulated in this Strategy
	City of Newcastle	Increase focus on young people (16-30). Actively invest in programming and communications targeted to young people

Common element	Example council	Details of strategic directions/actions
Drive diversity and participation and Inclusion	City of Canada Bay	Initiate a 'neighbourhood stories' programs between old and new residents, and migrant stories etc as part of place programs and local studies programs Continue to involve community, cultural and educational groups into Council events to showcase more performers, artisans and cultural groups
	Waverley Council	Utilise digital platforms to deliver accessible cultural programs and activities to a wider audience, including families, people of all ages, culturally diverse communities, and people with disability
	City of Sydney	Refresh the website and communication tools for City Art to better promote the City's existing and future public-art projects, and increase public awareness and engagement with these projects (i.e. City Art Walks) Development and launch of Sydney Culture Walks, a smartphone app presenting curated walking tours of historical sites and public art throughout the City's precincts Review other City-run creative programs in the City's community venues to assess demand trends, programming mix, operational models, and capital purchases or fitouts required to increase opportunities for creative learning and skill development by the public, including people with disability
	Blacktown City Council	Increase the provision of cultural and creative activities in locations throughout Blacktown City to combat the growing issues of loneliness and isolation
	Newcastle City Council	Diversify public programs to support the development of new audiences and new programming experiences
	Lane Cove Council	Initiate, facilitate and support community cultural development activities that reduce isolation and enhance emotional wellbeing including for older people, young families and new residents Use creative and artistic ways to create a friendly community for all ages including being a youth and child-friendly place; an age-friendly place; and a place for people with a disability
	Blue Mountains City Council	Programming selection decisions for cultural spaces are made through an open-call process and are guided by the requirement of having diverse content Showcase talented emerging and established performing artists from the LGA in the annual curated commercial program at the theatre Systems in place for the venue hire of Council properties are not discriminatory and provide options for all levels and stages of art performance Provide financially accessible programming in Council's arts cultural facilities that are relevant to people from all facets of our community
	City of Maribyrnong	Consider a mentorship program that allows female artists, artists from diverse backgrounds, and artists with disability, to enhance their skills and experience Develop a disability action plan that ensures arts programs and facilities are readily accessible to people with disability, and that artists with disability have supported access to funded programs and grants

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Align land use planning and regulations	City of Gold Coast	Facilitate development and planning applications for arts and cultural spaces and initiatives Address licensing and zoning issues that can sometimes act as a barrier to establishing and operating venues for live arts and culture Designate an arts and cultural specialist in City Planning to support applications, provide information and expert advice to any creative enterprises needing to navigate the planning regulations
	City of Sydney	Research and review regulatory impediments to cultural initiatives outside music and performance, including temporary or pop-up restaurants, and cross-disciplinary creative initiative Ensure City cultural staff are available to offer support to the creative sector in navigating planning or regulatory matters on private land, including development applications.
	Blue Mountains City Council	Work with the NSW Department of Planning, Industry and Environment to amend the Standard Local Environmental Plan to provide greater flexibility for events and temporary uses as well as opportunities for certain events to be considered complying development
	Lake Macquarie City	Develop a Private Developer Creative Policy to ensure the commissioning of high quality and conceptually relevant public place art on private development projects across the City.
	Waverley Council	Work within the existing planning framework to increase the participation of the creative sector in the development process Consider the engagement of local creatives and communities in the design of planning policy and public places Seek to ensure local planning controls provide support for quality, relevant and appropriate creative workspaces and presentation facilities in new developments

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Enable creativity in the public domain	City of Sydney	Amend the City of Sydney's Hoardings and Scaffolding Policy to facilitate the use of hoardings as a creative canvas in Sydney's public domain Amend the City's draft Neighbourhood Parking Policy and ensure that parking controls adjacent to these facilities allow for turnover that balances the needs of all users
	Waverley Council	Review the current Street Performers Policy to support a greater variety of busking and buskers in more locations across Waverley, including at the Bondi Pavilion forecourt Increase opportunities for street art and temporary murals on walls in partnership with the community and business, and in accord with revisions to the Waverley Public Art Policy
	Blacktown City Council	Facilitate the use of public space, such as plazas, carparks and footpaths, for temporary cultural programs, events and artwork
Develop sustainable funding models through developer contributions	Waverley Council	Create a prioritised list of culturally relevant projects which could be funded through developer contributions
	City of Gold Coast	Optimise developers' contributions and establish a process that outlines our arts and cultural priorities for Development Yield Offsets (floor space and/or density as may be applicable)
	City of Canada Bay	Include a 'percentage for art' allocation within Council's major capital infrastructure projects

Attachment B: Themes from comparator councils

Common element	Example council	Details of strategic directions/actions
Drive cross-council coordination and support	Blue Mountains City Council	Create and promote a creatives register that can be utilised by all Council departments for delivery of relevant Council projects and activities Broker relationships across Council departments to encourage the use of Council property for creative purposes
	Waverley Council	Working with all departments across Council, consider opportunities to further embed the Plan's goals and objectives in decision-making
	City of Greater Bendigo	Develop and implement Council policies that place a higher value on the creative industries Embed a creative approach in Council policies, procedures and plans
	Lake Macquarie City	Integrate arts, culture and heritage priorities into Council planning and strategy
	City of Maribyrnong	Ensure that all areas of Council look synergistically at engaging with the arts to enhance their service
	City of Newcastle	Map the frequency and diversity of use of community venues for cultural activities to measure the value delivered to community Improve Council's communications with the local cultural industry and ensure it is consistent and timely to ensure access to opportunities
Deliver sustainability outcomes as part of arts and culture	City of Canada Bay	Support Council's goals for environmental sustainability through arts and cultural initiative by fostering appreciation, knowledge and responsibility for our environment through the use of artistic and cultural practices Develop cultural projects to interpret environmental issues and educate the community
	Blacktown City Council	Sustainable event management across all Blacktown cultural programs and events events and activities that have an environmental theme to encourage a deeper understanding of, and engagement with, environmental issues
	City of Greater Bendigo	Encourage creative industries to lead the way in addressing climate change, placing One Planet Living principles at the heart of our creative communities
	Wingecarribee Shire Council	Cultural activities are planned to be carbon neutral Sustainable living is promoted through arts and culture Waste reduction is promoted through arts practice

Attachment C: Ideas and Opportunities for Future Arts and Culture Strategies – Identified through Community Engagement

Celebrate

- Increase visibility of arts and culture for the community - develop an art trail or a 'treasures of Woollahra architecture' trail
- Celebrate Woollahra's network of amazing organisations and individuals - eg: feature local artists in our regular Council newsletters
- Celebrate Woollahra's heritage – eg: heritage-listed pubs in Paddington - QR code walk where people can learn the history and architecture of pubs
- Celebrate Woollahra's Food Culture - recognize and leverage the contribution of food culture to Woollahra's community identity and reputation – eg: have a night market with music and food - huge potential - community building
- Take the Small Sculpture Prize a step further – have a sub-category of larger pieces that could be selected for donation as Public Art
- Encourage the development of better streetscape and building design in the Municipality

Participate

- Bring HSC Art Express to Woollahra
- Introduce an Architecture Awards scheme
- Reinststate the Poets' Picnic in Blackburn Gardens
- Invest in ongoing programming – have something every weekend
- Balancing activities and events that will engage young people, while recognising the needs of older members of the community
- Bands / live performance for young people in Woollahra Library at Double Bay

- Intergenerational programming – change perceptions that young people are our future, not that they're 'trouble' - events with young people's input that are for the whole community, not just 'youth' events
- Provide access to new technologies - stay ahead of the tech game so that people can experiment and create
- Explore opportunities for performing arts, including collaborations with local schools (including private schools) and institutions with existing performance spaces (e.g., Cranbrook, Ascham)
- Organise cultural festivals and events, potentially in collaboration with consulates. Particular focus on young people engagement with festivals
- Organising events like slam poetry readings at community spaces (e.g., Watson's Bay Library)
- Opera on the pontoon
- Enhance openings at Redleaf, build on Poetica Petit program – increase from sporadic programming to consistent – cement role of programs
- 'Talks' Festival (eg: Festival of Dangerous Ideas) at libraries – innovative and 'edgy' topics - local people with a great story to tell - curate a program of different topics – compressed to one weekend
- 'Dust off' the Queen Street Festival

Attachment C: Ideas and Opportunities for Future Arts and Culture Strategies – Identified through Community Engagement

Facilitate

- Carve out a brand and identity – protect our brand
- Improve how it shares information on what it is providing – promote better – build a social media presence
- Visibility - develop annual program - have something every weekend and report on it
- Do a directory of what is happening - government, local government and private sector events, exhibitions, etc so local community is aware
- Develop 'local talent' listing for arts and culture / 'creatives' and display on the Council website - businesses and sponsors could look up and book local talent directly – eg: band, exhibition, performance
- Increase performance space – look at non-Council properties – eg: performances in church halls
- Creative investment program? Connecting businesses and investors with artists – eg: some way of artists putting up projects they're looking for funding for and Council making a decision to fund or not to fund
- Create co-working development/creative spaces hubs for Digital, Creatives, Gamers, Entrepreneurs
- Improve parking at locations where you want to hold events – deal with traffic, transport and parking issues
- Improve physical access, so there is accessibility for people with mobility, sensory, neurological needs at all (actual and potential) arts and culture locations
- Provide events and programs that are 'safe' – trauma-informed planning

Activate

- Review Public Art collection – ensure significant / quality pieces
- Balance need to make things available for more diverse [creative] community versus wanting to make money from hire of facilities - resolve 'push-pull' between revenue and activation
- List all available venues and open spaces in the municipality – then brainstorm what could be done there – not just Council properties – eg: Strickland House, Neilsen House, belong to NPWS
- Explore opportunities for areas to become 'Uptown Districts' – activate the night time economy with funding through NSW government
- Make Redleaf the precinct for arts and culture in Woollahra
- Use Woollahra Golf Club as a site for cultural activities – festivals, markets, etc

Lead and Advocate

- Foster relationships with NAVA and other arts and culture peak organisations
- Foster relationships with UNSW, National Art School - partnerships – student placements
- Reach out more / be visible – eg: Councillors and Council Staff to attend the

Attachment C: Ideas and Opportunities for Future Arts and Culture Strategies – Identified through Community Engagement

- Gallery and Library at least once each year - visit other institutions – become more outward looking
- Promote available Commonwealth and state grants to local businesses
- Work with schools to open their facilities for community events and arts programs
- Influence and advocate on state and federal level the development of policy framework for private schools to open their facilities to the community
- Council should require new large scale developments with increased housing levels to include a creative hub on the ground floor to sit amongst retail space and offer the public access to creative workshops etc
- Council could drive an arts and culture Working Group - people from different organisations (local govt, community organisations) meet once a month – identify common needs/projects - a purpose that brings key people together – you need to have a lead organisation that has capacity to support the process
- Reflect other important social issues in arts and culture programs – eg: family violence, gender equality, climate action, multiculturalism, etc
- Woollahra Gallery at Redleaf doesn't have a programming team to support evolution / expansion of offer

Sustain

- Create roles in business development or sponsorship within Council's arts and culture team, to tap into local support - we could encourage philanthropy to 'memorialise' people – we need to think about the opportunities, need a structure or policy, need a precinct

Attachment D: Literature Review – arts and culture: context, current practice and future trends

1 | Introduction

This literature review has been undertaken to provide foundational information and contribute to the evidence base for the 'Background Report' that will inform development of the Woollahra Arts and Culture Strategy and Action Plan. Prepared by academics of the University of Newcastle, working in consultation with researchers from the University's Institute for Regional Futures, the review offers insights into contemporary trends and practices in the visual, performing and literary arts.

The review adopts a working definition of arts and culture that more broadly references what UNESCO classifies as "The Cultural and Creative Sectors"⁶⁴. For the purposes of this literature review, the following operational definitions will be used:

Creativity "...is a productive activity whereby objects, processes and ideas are generated from antecedent conditions through the agency of someone whose knowledge to do so comes from somewhere and the resultant novel variation is seen as a valued addition to the store of knowledge in at least one social setting" (McIntyre 2008:1). More succinctly and in line with the literature into creativity [see Alexander 2003, Pope 2005, Sawyer 2011 for summaries], creativity is defined as the bringing into being of novel objects, processes and ideas that are valued in at least one social setting.⁶⁵

64 UNESCO Reshaping Policies for Creativity (2022): <https://www.unesco.org/reports/reshaping-creativity/2022/en>

65 See footnote 3, pg 20

The Creative Industries are those industries which use signifying practices to intentionally produce symbolic artefacts for the purposes of commercial gain. These industries include all those sectors amalgamated within the four broad subdivisions of design, media, IT, and the arts. These sectors are therefore constituted by advertising and design, architecture, fashion, publishing, film, TV, radio, new media, publishing, electronic games, software development and applications, performing art and visual arts.⁶⁶

'Culture or civilisation', according to the English anthropologist Tylor (1958 [1871])⁶⁷, is that complex whole which includes knowledge, belief, art, morals, custom, and any other capabilities and habits acquired by man as a member of society. The anthropologist Clifford Geertz (1973)⁶⁸ proposed that culture is to be seen as shared meanings expressed through public communication. Obviously, this does not mean that every human being shares the same views but they may also end up being diverse and in disagreement. Hannerz (1992)⁶⁹ is among the many anthropologists who describe "culture" as a flowing, dynamic process rather than a static definition or entity. According to Hannerz (1992), culture means a global web of networks with no absolute boundaries. Hannerz' approach draws attention to "cultural complexity", reflective of a network that has its nodes (or "switchboards"), comprising zones of varying density; and, at the same time, there exist both cultural universes and partial universes, which remain relatively stable and spatially localised.

66 See footnote 3, pg 20.

67 Tylor, Edward Burnett (1958 [1871]) *Primitive Culture: Researches into the Development of Mythology, Philosophy, Religion, Art, and Custom*. New York: Harper.

68 Geertz, Clifford (1973) *The Interpretation of Cultures*. New York: Basic Books.

69 Hannerz, Ulf (1992) *Cultural Complexity*. New York: Columbia University Press.

Attachment D: Literature Review – arts and culture: context, current practice and future trends

Further to the definition excerpt provided by the McIntyre et al. study

Williams (1981:13) defines culture as ‘the convergence between an anthropological and sociological senses of culture as a distinct “whole way of life”’. Culture is understood as ‘more specialised if also more common sense of culture as “artistic and intellectual activities”...broadly defined to include all the “signifying practices”’ (ibid) of, in this case, the creative industries.⁷⁰

Considering the above definitions drawn from creative industries reports and the social sciences [anthropology], Woollahra council is particularly strong in the field of visual arts with one of the highest concentrations of fine art galleries in the country. Furthermore, the long-established and highly regarded Woollahra Small Sculpture prize⁷¹, est. 2001, is a reflection of the type of Arts and Culture activity that Woollahra is known for across audiences, artists and the broader community:

The Woollahra Small Sculpture Prize has distinguished itself as one of the more critically significant awards for a local artist to win. Previous recipients include some of Australia’s best contemporary artists such as Mikala Dwyer, Adam Cullen, Alexander Seton and Archie Moore...The main award each year is the acquisitive ‘Woollahra Sculpture Prize’ which expands the Council’s permanent public collection. On display all year round for the community to enjoy for free, visitors can discover some of the world’s most exciting contemporary sculptures and often be introduced to the most innovative artists working in the medium.

⁷⁰ See footnote 3, Pg 30

⁷¹ Woollahra Small Sculpture Prize: <https://sculptureprizewoollahra.nsw.gov.au/about>

Sculpture works are also a common feature in Council parks. Combined with historical sites and the area’s rich architecture, this has led to a range of popular art, culture and history walks. Importantly, they also connect Woollahra to neighbouring LGA’s which promotes considerable scope for further collaborative opportunities.

Another strength of Woollahra’s arts and cultural life is the Woollahra Libraries service. One of the state’s leading libraries for readership, with an average of library loans per citizen well above the NSW average and well-subscribed workshops and programs, Woollahra Libraries offers a crucial platform to link the community to arts and culture activities. Furthermore, initiatives such as *The Voice*; and *Pride*-debate position Woollahra Libraries as a platform for addressing important social trends and engaging the local community with new ideas. When considering emerging arts and cultural activity, the recent success of the new Hot Jazz event and the focus of the Woollahra Gallery at Redleaf on emerging artists, offer some important insights. The first is the potential for more live performance and events. The second is the opportunities to focus on new, experimental and inter-disciplinary work that can complement an already robust traditional art scene.

Taking into consideration the strengths, opportunities and also the gaps in cultural life of Woollahra, this review will focus on some initial areas for development or improvement that include:

- First Nations Thinking: country led immersion, being in place and kin-responsive
- Emerging, New and Future Art (Future Audiences)
- Community Engagement / Social impact

Attachment D: Literature Review – arts and culture: context, current practice and future trends

- Space Activation, Live events and Creative Placemaking
- Collaboration across art, governance, education and industry

2 | Trends and Developments

The rebranding and re-launch of the former Australia Council, to become Creative Australia, in 2023 represents a significant time for the creative industries and culture in Australia. Some key aspects of the launch include a dedicated First Nations led Board and the establishment of Music Australia and creative workspaces which promote “fair, safe, and respectful workplaces for Australian artists and arts workers”⁷². It would be advantageous for any local government arts and cultural strategy to align with these 3 key national strategies to ensure consistency with policy and maximise funding opportunities.

Drawing on recent examples of local government arts and culture strategies⁷³, it is clear that the provision of creative spaces is a key priority. The ‘Renew Newcastle’ – then ‘Renew Australia’ - initiatives (as outlined in *Creating Cities*⁷⁴) prove the viability of converting empty spaces into sustainable creative spaces. Further, recent studies⁷⁵ provide evidence of the feasibility of utilising commercially available spaces as co-working spaces that prioritise creative professionals and start-ups.

When local governments help to promote, or even subsidise the establishment

⁷² <https://creative.gov.au/creative-workplaces>

⁷³ Institute of Regional Futures (2022, p. 17) Scan of Leading Practice Summary Report for Inner West Council: not for public distribution but available upon request.

⁷⁴ Westbury, M (2015) *Creating Cities*, Niche Press, Melbourne

⁷⁵ Art thinking (2021) Shared Creative Spaces Feasibility Report for Port Stephens Council: not for public distribution but available upon request.

of, such initiatives the return is highly beneficial in terms of cultural output and establishing a local presence for products and services. While future trends indicate acceleration of such initiatives in low socio-economic areas, any Local Government Area (LGA) can take advantage of such strategy through promoting a unique offering.

In the case of Woollahra, proximity to one of the world’s most impressive natural harbours, a plethora of high-end galleries (Martin Browne Contemporary, Roslyn Oxley9 Gallery, Olsen Gallery, Fella Melas Gallery, Art2Muse Gallery, SOHO Galleries Sydney, Mesh Gallery, as well as others); and a high percentage of financially well-placed constituents who are interested in future investments, make it a unique and attractive location. Moreover, as has been the case in Newcastle recently⁷⁶, the involvement of a wealthy investor to drive the establishment of such spaces has the potential to yield significant cultural capital.

The use of industrial spaces for new creative and innovative hubs has become a significant trend both nationally⁷⁷ and internationally. A curious example was the reimagining of a former tobacco factory in upper Austria⁷⁸ that was inspired by an annual media arts festival in 2010 under the theme of “Repair”⁷⁹. This has become one of the largest creative industry, creative arts and start-up factories in Europe. Interestingly, and perhaps more relevant to an LGA such as Woollahra, is that the same festival took advantage of an empty school

⁷⁶ Newcastle Herald (2024): <https://www.newcastleherald.com.au/story/8604131/the-creator-incubator-celebrates-seven-years-as-newcastles-arts-hub/>

⁷⁷ For example Carriageworks and more recently white bay: <https://cityhub.com.au/craig-donarski-the-pow-erhouse-behind-white-bay/>

⁷⁸ Tabakfabrik Linz: <https://tabakfabrik-linz.at/en/>

⁷⁹ Ars Electronica festival 2010: <https://ars.electronica.art/mediaservice/en/2010/08/12/repair-ready-to-pull-the-lifeline-ars-electronica-festival-2010/>

Attachment D: Literature Review – arts and culture: context, current practice and future trends

on holidays as its headquarters in 2014⁸⁰. Rethinking the use of spaces that become available for periods of time throughout the year (public and private school rooms on holidays, empty beaches in winter, galleries on summer holiday) has the potential to provide scope for short term creative activations – specifically live music and performance.

In terms of the arts sectors of live music, performance and entertainment, there is a significant shift occurring in the realm of entertainment, events and in the approach to educating people to engage with future audiences. Australia's leading drama school, NIDA, a close neighbour to Woollahra, recently launched the Future Centre⁸¹ initiative. Positioned as NIDA's innovation lab, the intention is to foster "courageous and ambitious new ideas for entertainment experiences created through new technologies, new forms, and new relationships with audiences" (Ibid). Considering NIDA's legacy of producing some of Australia's best known creative talents, this indicates the importance of developing new platforms and spaces to accommodate new forms of entertainment.

At the same time, the success of cultural innovations such as Vivid indicate that it is perhaps more important to rethink the use of public spaces or repurpose existing spaces for entertainment. The dream circus⁸², by NIDA graduate Lucy Keeler, at Sydney's Luna Park is a recent example of Audience interest in large scale immersive digital experiences. This is also being reflected by the commercial sector. The Sydney based company AGB Events⁸³ is responsible for bringing some of the recent Drone Light Shows to Australia and are in the

80 Ars Electronica festival 2014: <https://ars.electronica.art/aeblog/en/2014/09/08/festival2014/>
81 <https://www.nida.edu.au/about-us/initiatives/futures-centre>
82 https://tickets.lunaparksydney.com/calendar_events/event/view/id/250?gad_source=1
83 <https://agb.events/>

process of rebrand and strategic shift towards creative experiences⁸⁴. They describe their work, and new direction, as "uniting people to share extraordinary experiences filled with digital mastery and provocative stories".

As well as offering entertainment, these experiences can also be highly educational with a focus on cultural or historical content⁸⁵. In this sense, there is significant scope to utilise art for its transformative power in generating knowledge through experience⁸⁶. A progressive local government Arts and Culture Strategy can take advantage of expanding these ideas as a way to better educate its citizens about the value of the arts beyond an entertainment or object-oriented commodity.

Intersections between art and education are also being reflected by the programming trends in major cultural events for NSW. The Sydney Opera House is expanding educational programming with a particular focus on schools and digital technology⁸⁷. Similarly, the state's largest cultural investment since the opera house, Powerhouse Parramatta, has prioritised educational programming and partnerships as part of the redevelopment of the new and existing infrastructure as well as a rebranding as the Museum of Applied Arts and Sciences.

The largest museum group in Australia describes itself as sitting "at the intersection of the arts, design, science and technology and plays a critical

84 <https://agbcreative.com/>
85 Eg. Van Gogh Alive: <https://whatson.cityofsydney.nsw.gov.au/events/van-gogh-alive> 3D Rome: <https://ars.electronica.art/aeblog/en/2018/01/23/cultural-heritage/>
86 For example, see: Dewey, J. (1934). Art as Experience. New York Perigee Books. Csordas, T J., (1994) Embodiment and Experience: The Existential Ground of Culture and Self, Merleau-Ponty, Maurice, 1908-1961. Phenomenology of Perception. London : New York :Routledge & K. Paul; Humanities Press, 1974.
87 <https://www.sydneyoperahouse.com/schools/digital-creative-learning>

Attachment D: Literature Review – arts and culture: context, current practice and future trends

role in engaging communities with contemporary ideas and issues”⁸⁸. Major partnerships with the University of Western Sydney and the University of Technology, offer mutual benefit in terms of content for the Powerhouse and measuring research impact beyond publications for the Universities.

Recently, Australia’s chief scientist emphasized the need for increasing social impact across all research endeavours⁸⁹, providing great opportunities for artists and creatives who specialise in both communication and science or, more specifically, who can create experiences for society to generate understanding about the complex topics of our time. Future local government arts and culture initiatives would do well to tap into such trends and develop partnerships with universities located within the LGA or immediate surrounds.

There is a close association between the future direction of the new Powerhouse model and the Austrian cultural institution Ars Electronica. In terms of **international trends**, this platform provides a useful lens to observe through. Established in 1979 as a festival exploring the intersection between Art, Technology and Society that has grown into a permanent infrastructure, an Art-Science Museum that is best understood through its educational activities of Future Thinking School⁹⁰ and School of the Future⁹¹. They have established and led major EU initiatives that celebrate the intersections between Art & Science⁹², partnered with some of the world’s largest cities to develop City Lab

88 <https://powerhouse.com.au/>

89 AU Chief Scientist, Dr Cathy Foley, on chasing rankings over quality: <https://amp-theguardian-com.cdn.ampproject.org/c/s/amp.theguardian.com/australia-news/2023/nov/15/australia-research-sector-chases-rankings-not-fit-for-purpose-dr-cathy-foley>

90 <https://ars.electronica.art/futurethinkingschool/en/>

91 <https://ars.electronica.art/aeblog/en/tag/school-of-the-future/>

92 EU ST+Arts Prize: <https://starts.eu/what-we-do/starts-prize/>

initiatives⁹³ and have established major partnerships with universities across the globe, including Australia, to promote “open and accessible transdisciplinary collaboration for all society”⁹⁴. However, perhaps the most inspiring aspect of what this unique creative and cultural ecosystem represents is a collaborative model across governance, education, arts and, most notably, industry. A model that has been singled out specifically as an exemplar for the EU’s commercial competitiveness whereby Artists and Industry collaborate on the future.⁹⁵

James Clifford’s⁹⁶ significant analysis of museums as contact zones over two decades ago has had an important impact on fostering collaborations amongst First Nations groups and artists, museum curators, museum staff, and at times Australian First Nation peoples and non-Indigenous anthropologists⁹⁷ (cf. Morphy; Myers 2007; Myers Skerritt 2023) to produce museum exhibitions, published sources, arts and culture catalogues and other for the purpose of managing or acquiring collections – but including the makers and the audience(s) as well.

93 Tokyo as laboratory for the future: <https://ars.electronica.art/futurelab/en/ars-electronica-tokyo-initiative/>

94 Ars Electronica Futurelab Director Horst Hörtner during presentation “Time’s Up” at the Times Higher Education Summit 2017 at QUT University in Brisbane, Australia.

95 “Europe’s commercial competitiveness in the global digital economy [...] eg. in Austria at Ars Electronica, Linz where artists and industries are working together to create the products of the future” Günther Oettinger, EU Commissioner for Digital Economy and Society, at 2016 European Culture Forum

96 James Clifford is an interdisciplinary scholar whose works continue to bring perspectives from history, literature, history of science, and anthropology into conversation.

97 Howard Morphy (2009) *Not Just Images But Art*. In Jaynie Anderson (ed.), *Crossing Cultures: Conflict, Migration and Convergence*. Proceeding of the 32nd International Congress of the History of Art. The Miegunyah Press: Melbourne, pp. 60-62; Howard Morphy (2010) *Closing the Distance, Maintaining the Difference: The Art of Larrakitj*. In David Elliott (ed.), *The Beauty of Distance: Songs of Survival in a Precarious Age*. Sydney: Thames and Hudson, pp. 94-98; Howard Morphy (2010) *Art as Action, Art as Evidence*. In Dan Hicks and Mary C. Beaudry (eds.) *The Oxford Handbook of Material Culture*. Oxford: Oxford University Press, pp. 265-290; Howard Morphy (2010) *The Recognition of Aboriginal Art and the Building of Collections*. In Roberta Colombo and Barbara Miller (eds.), *Dream Traces: Australian Aboriginal Bark Paintings*. Gollion: Infolio Editions, pp.155-167; Howard Morphy (2011) *Moving the Body Painting into the Art Gallery: Knowing about and appreciating works of Aboriginal art*. *Journal of Art Historiography* 4:2-20; Howard Morphy (2011) *Not Just Pretty Pictures: Relative Autonomy and the Articulations of Yolngu Art in its Contexts*. In V. Strang and M. Busse (eds.), *Ownership and Appropriation*. Oxford: Berg Publishers, pp. 261-286.

Attachment D: Literature Review – arts and culture: context, current practice and future trends

James Clifford deployed his concept of museums as contact zones first in 1996 when he gave a conference paper in Paris at the Louvre. The term ‘contact zone’ coined by Mary Louise Pratt refers to the space of colonial encounters. Clifford used this term to rethink the museum’s role in relation to other cultures and cultural appropriation(s), for the purpose of challenging that the relationship rooted too often in a one-sided imperialist appropriation.

Clifford may have created the impetus for more systematic conversations within museums about what it would mean to become a post-colonial space, how to use collections, how to exhibit artworks, and how to involve first nations people with the collections, the museum space, museums’ mandates – and potentially ‘beyond’. While Clifford’s impact has been felt differently in reference to different nation-states and their colonial histories, the concept of museums as ‘contact zones’, and the processes of bringing together the colonisers and the colonised have reverberated in powerful, useful and engaging ways.

3 | First Nations’ Arts and Cultural Practices

Australia’s First Nations people have demonstrated, illustrated and simultaneously drawn attention to a diversity of cultural practices, arts-centred engagements and focuses. As of 30 June 2021, the Australian Bureau of Statistics’ (ABS) estimates indicated that 984,000 First Nations people were living in Australia, representing 3.8% of the total Australian population.

Australia’s contemporary approach to First Nations culture has continued to work within the ideology of ‘dichotomous approaches’, how to constructively

overcome ‘two-law’-approaches (cf. Diane Austin Broos 1996)⁹⁸, and First Nations in comparison to non-First Nations perspectives and positionings.

Until the 1967 Referendum changed the Australian Constitution, there were only two references to our First Peoples: Section 51 (xxvi) gave the Commonwealth power to make laws with respect to ‘people of any race, other than the Aboriginal race in any state, for whom it was deemed necessary to make special laws’; and Section 127 provided that ‘in reckoning the numbers of people of the Commonwealth, or of a State or other part of the Commonwealth, aboriginal natives shall not be counted’. Aboriginal and Torres Strait Islander people were not recognised as part of the Australian population.

Understandably, Aboriginal and Torres Strait Islander peoples protested and fought against these injustices for many years prior to 1967. This included using arts, culture, economic and social means to draw attention to the issues and offer solutions. Well-known protest events such as the Yirrkala Bark Petitions in 1963⁹⁹, the 1965 Freedom Ride¹⁰⁰, and the Wave Hill walk-off¹⁰¹ that began in 1966, received increasing media attention and drove these issues into international settings and contexts.¹⁰²

At the 1967 referendum, 90.77 percent of Australians voted to change the Constitution so that like all other Australians, Aboriginal and Torres Strait Islander

⁹⁸ Diane Austin-Broos (1996) “Two Laws, Ontologies, Histories: Ways of Being Aranda Today”. *The Australian Journal of Anthropology* 7:1-20.

⁹⁹ <https://aiatsis.gov.au/explore/land-rights#Yirrkala%20Bark%20Petitions>

¹⁰⁰ <https://aiatsis.gov.au/explore/1965-freedom-ride#toc-the-ride>

¹⁰¹ <https://aiatsis.gov.au/explore/land-rights#Wave%20Hill%20walk-off>

¹⁰² The latter visually supported with Australian Prime Minister Gough Whitlam pouring earth into the hands of Vincent Lingiari, in the symbolic gesture of returning lands back to the Gurindji people (1975).

Attachment D: Literature Review – arts and culture: context, current practice and future trends

peoples would be counted as part of the population and included in the scope of peoples for whom the Commonwealth could legislate. The referendum continues to be considered one of the most successful national campaigns in Australia's history.¹⁰³

Native title represents another important element in the continuing conversations, mediations and resolutions between European Australians and Australia's First Nation peoples.¹⁰⁴

To appreciate the contemporary realities of Aboriginal and Torres Strait Islander Australians, cultural ways of life, practices and what it means to be in the world needs to be understood and taken into consideration. Over the last 3 to 4 decades, there has been a strong renaissance of Indigenous culture and forms of creative expression, and increased reconnection and reclaiming of First Nations Australian cultural lives and practices (cf. Dudgeon, Wright, Paradies, Garvey and Walker 2010: 25-6).¹⁰⁵

For instance, through the Indigenous practice of yarning, the importance of worldview and Country emerged as an under-acknowledged social determinant

of Australian First Nations People's well-being (Terare and Rawsthorne 2020).¹⁰⁶ Yarning refers to the process of storytelling that involves not only sound but silence, too. It does require people's immersion, embodied deep listening, subjectively, from personal perspective(s), and both through and from the perspectives of others, too. That is, objectification as well as subjectification from both personal and others' perspectives, too.

4 | Current Practice to Foster Arts and Cultural Development

A recent review of 15 Community Arts and Cultural Development (CACD) strategies by the University of Newcastle's Institute of Regional Futures indicates 7 common elements across local, national and international government strategy:

- 1 Integration [Inclusion!] and acknowledgement of traditional landowners and their cultural practices
- 2 Strategic funding that recognises the broader economic landscape and social context of the community
- 3 The value of external partnerships, collaborations, and investments to enhance planning and resourcing
- 4 Ensuring accessibility of arts and culture, particularly for access to creative spaces
- 5 Planning and policy alignment with broader council plans, state, national and international policies
- 6 Understanding of the role of tourism as part of cultural planning
- 7 Recognition of sustainability and environmental impacts as part of cultural planning.

¹⁰⁶ Terare, Mareese and Margot Rawsthorne (2020) Country is yarning to me: worldview, health and well-being amongst Australian first nations. *The British Journal of Social Work* 50(3):944–960. <https://doi.org/10.1093/bjsw/bcz072>

¹⁰³ <https://aiatsis.gov.au/explore/1967-referendum#toc-key-facts>

¹⁰⁴ Sandy Toussaint, ed. (2004) *Crossing Boundaries: Cultural, legal, historical and practice issues in native title*. Melbourne: Melbourne University Press. Dudgeon, Pat, Michael Wright, Yin Paradies, Darren Garvey and Iain Walker (2010) *The Social, Cultural and Historical Context of Aboriginal and Torres Strait Islander Australians*. In Nola Purdie, Pat Dudgeon and Roz Walker. *Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practice*. Canberra: Commonwealth of Australia, pp. 25-42.

¹⁰⁵ Dudgeon, Pat, Michael Wright, Yin Paradies, Darren Garvey and Iain Walker (2010) *The Social, Cultural and Historical Context of Aboriginal and Torres Strait Islander Australians*. In Nola Purdie, Pat Dudgeon and Roz Walker. *Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practice*. Canberra: Commonwealth of Australia, pp. 25-42.

Attachment D: Literature Review – arts and culture: context, current practice and future trends

Regardless of increasing local government funding that recognises the enormous value CACD brings to society¹⁰⁷, the promotion of its value by local governments continues to take a back seat when comes to securing votes.

This is at least in part because arts and cultural development will not return quick results within an election cycle. When it is considered, arts and culture are most often constructed in terms of events and attractions, the value proposition is centred on tourism and the economy rather than the intrinsic value it brings to the society and community.

Recent studies that provide a strong economic rationalist argument for arts and culture¹⁰⁸ also indicate that barely half of Australians supported relief funding for Arts and Entertainment industries affected by the Covid-19 pandemic. If local governments are recognising the value of culture and want to invest and find other investors, then it is crucial that arts and culture strategy focuses on promoting social benefit for the community.

One common way to do so is through alignment with the UN Sustainable Development Goals¹⁰⁹, while another is to consider a strategy that leverages key characteristics, issues or assets for that region, such as focusing on arts and health in an area with a significant aging population. A third strategic approach

¹⁰⁷ Wearing, A., Dalton, B. & Bertram, R. (2020). Sector Briefing: Arts & Culture, The social impact of Australia's arts and cultural sector, University of Technology Sydney, p14. Available at: <https://www.socialimpact-toolbox.com/wp-content/uploads/2020/11/Making-A-Difference-The-Social-Impact-of-Australias-Arts-Cultural-Organisations.pdf>

¹⁰⁸ Brown, B. 2020. Economic importance of the arts and entertainment sector. Available at: <https://australianinstitute.org.au/wp-content/uploads/2020/12/Background-Brief-Economic-importance-of-arts-and-entertainment-WEB.pdf>

¹⁰⁹ <https://sdgs.un.org/goals>

is to align with other existing priority areas of a local government as part of a circular strategy or future ecosystem, for example an arts and culture campaign to contribute to becoming a 'Smart city' - promote smART citizens - engaged, encouraged, empowered to act on their future through accessible, and educational, experiences.

Another common, and successful example is the inclusion of Arts in STEM (STEM to STEAM) activities. Such approaches are extremely valuable to introduce and connect to external partners that may have not previously considered the value proposition in funding arts programs¹¹⁰.

5 | Community Engagement, Placemaking, Social Impact and Change

Building on themes mentioned previously in this literature review, a robust Arts and Culture Strategy should prioritise community engagement, placemaking and impact as core to future planning. For example, in recent times from small regional Australian towns to large metropolitan cities across the globe are coming to see their city as a living lab whereby Art is framed as Creative Catalyst¹¹¹ and artists, local government, academia and industry collaborate to achieve change. The University of Newcastle, that along with the City of Newcastle has Living Lab in their last strategic plan, has led several projects that serve as interesting case studies for inspiration and consideration.

¹¹⁰ For example, see section about collaboration between Ars Electronica and Mercedes Benz (pg96): https://nova.newcastle.edu.au/vital/access/manager/Repository/uon:37468;jsessionid=52851F77259C-045BE4749EB38B3E736A?view=null&f0=sm_creator%3A%22Minski%2C+Kristefan%22&sort=null

¹¹¹ Newcastle as living lab: https://www.newcastle.edu.au/__data/assets/pdf_file/0011/697466/The-Everyday-Laboratory_brochure.pdf Tokyo as lab of the future: <https://ars.electronica.art/futurelab/en/ars-electronica-tokyo-initiative/>

Attachment D: Literature Review – arts and culture: context, current practice and future trends

Shadowgram Singleton (2020)

Shadowgram Singleton was a project initiated by the University of Newcastle's FASTLab and involved the use of an established creative catalyst infrastructure called Shadowgram that was developed by the Austrian based Futurelab. It is a social brainstorming tool that allows participants to generate a small silhouette sticker of themselves and contribute the sticker along with a speech bubble and handwritten statement to a collaborative community dialogue. In the case of Singleton, 3 themes of Future Industry, Future Community and Future of Place were generating discussion over a period of 3 weeks inside a Laneway that was chosen to be a priority activation space in the post covid revitalisation initiative. 5% of the population participated in the Shadowgram which later helped to inform the council's future planning strategy. The local library participated in the facilitation of the artwork for the duration and afterwards displayed the collaborative and creative outputs (shadowgram walls) inside the library foyer where the future conversations continue today.

Future Innovators Summit Newcastle (2022)

A collaboration between local creative studio Art Thinking, the University of Newcastle, City of Newcastle, local industry partner Colourworks and national/international industry partner Canon. The Future Innovators Summit (FIS) Newcastle featured 24 young people aged between 4 and 19 years as the experts of the future. Mentored by nationally renowned Art-Scientists, the future experts collaborated with the sponsor on the sponsors chosen theme Future Education (Uni), Future Work (Colourworks / Canon) and Future City (Local Government). The 4 days event culminated with the presentation / performance of The Future Question inspired by the topic and to a public audience.

Oribotics Communities (2022)

Artist, researcher and inventor of Oribotics (Origami+Robots), Dr Matthew Gardiner collaborated with the University of Newcastle's FASTLab, Art Thinking, Singleton Council and the recently opened Singleton Arts+Culture Centre to build 90 oribotic flowers with the local community. The flowers were integrated into a 15ft long public artwork that was on display for 3 weeks outside local businesses that were trying to rebuild customer traffic post covid lockdowns. Over the course of 4 days, more than 50ppl from the community participated in the day long workshops learning ancient origami techniques combined with an introduction to robotics. The origami flowers were connected to a motor that was attached to a circuit board that included a light sensor that affected the flowers movement. Participants ranged from year six students to retirees and everything in between. Many of the participants were collaborations between a child or children with a parent or grandparent.

James Street Plaza Activation (2019-2024+)

In 2019, the City of Newcastle and the University of Newcastle participated in a Night time activation project that was in an area that was deemed problematic in terms of safety and overall aesthetic. A feature of the activation was a projection mapping project covering the largest wall in the Plaza. The experiment was highly successful in terms of addressing the problematic issues but also received praise from the local community and businesses. Local transdisciplinary studio, Art thinking, was then commissioned to turn the experiment into a permanent installation that could be utilised by local artists, arts organisations and other creatives. The City of Newcastle invested in the infrastructure whereas local businesses (as part of their untied business improvement association) allocated funds to commission artists to use the space. The project has been highly

Attachment D: Literature Review – arts and culture: context, current practice and future trends

successful with more than 20 different activations¹¹². Notable mentions include “Dead Tongue” and experimental media art work addressing indigenous language conservation by renowned Aboriginal media artist Christian Thompson and “To Be Called Human”, a collaboration with Wesley mission and young queer artists addressing the topics of identity, gender and the role of creative expression.

These projects are driven by community engagement, creative placemaking and collaboration across a variety of stakeholders. They promote several other key attributes to be considered in arts and cultural planning:

- Intersections between arts and education – city as lab, city as school
- The value of Art to STEM education: STEM to STEAM
- Art programming as catalyst for providing diverse and inclusive opportunities to collaborate with others from the community
- Experience (through Art) as exclusive education
- Creative Placemaking and for space rejuvenation or underutilised space activation
- Art as catalyst for engagement with children and youth
- Collaboration with local businesses

Through the involvement of the University artists and researchers, these projects are also relevant in terms of non-traditional research outputs and measuring social impact. This reinforces the aforementioned trends of academic institutions seeking avenues and opportunities for engagement and impact through non-traditional research outputs. Forward thinking creative studios are taking advantage of these trends by developing projects that specifically target this intersection¹¹³

¹¹² <https://www.artthinking.com.au/projects/project-jspa>

¹¹³ Taken from: <https://www.artthinking.com.au/about>



6 | The Creative Ecosystem

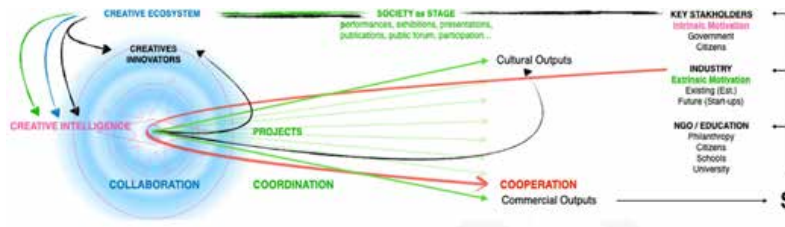
In addition to the considerations for arts and culture strategy identified in the previous sections of this review, a robust Arts and Culture Strategy must also position itself clearly within a collaborative ecosystem that is inclusive of multiple and diverse stakeholders. The role that loose creative consortiums, through to more structured artists’ collectives and incorporated, community-based organisations play in cultural life cannot be underestimated. While collaboration within the arts and culture sector is well-recognised, creative ventures also find partnerships and engage in joint ventures across sectors that can include health, environment, future industries, innovation, social change, safety, city planning and cultural awareness.

Just as biological ecosystems provide the species they host with the habitat, climate, nutrition and relationships to survive, cultural ecosystems provide an

Attachment D: Literature Review – arts and culture: context, current practice and future trends

environment where institutions, assets, histories and relations intersect to nurture creative individuals and a creative community.

To explain this further, the model below has been simplified from an existing model¹¹⁴ that was designed to explain several established (25+ year) creative and cultural ecosystems.



The model suggests that successful ecosystems require a combination of stakeholders across diverse sectors and investment that combines funding both long term collaborative, creative culture as well as short term projects and commercial endeavours. Long term, collaborative ecosystems require a legacy commitment that goes beyond election cycles or tenure cycles which requires a bipartisan vision, multiple, sustainable stakeholders (such as a major Industry, LGA and a University) or a significant private investor.

An interesting example of the latter is currently underway in Newcastle where the owner of a significant industrial complex has been subsidising spaces for

114 Pg 270: https://nova.newcastle.edu.au/vital/access/manager/Repository/uon:37468?view=null&f0=sm_creator%3A%22Minski%2C+Kristefan%22&sort=null

artists, creatives and cultural producers¹¹⁵. In the last 5 years, this precinct has become the largest creative and cultural collective in the region and now has growing support from Newcastle Council and the University of Newcastle. It has also become an attractive destination for established creative industries relocating from Sydney. In conversations with aforementioned owner, it is clear that investing in a space that supports creatives and producers a significant amount of artistic outputs goes above and beyond the value of investing in the works themselves. The cultural impact of such an endeavour has the potential to inform and inspire future planned development in that area.

In terms of future infrastructure and urban planning development, the role of the creative arts and industries can play a critical role in shaping future cities. The success of local business funded arts and culture programs¹¹⁶ shows the value of collaboration with artists and cultural producers to enhance the economy as well as provide solutions to unused, unsafe or unsightly spaces¹¹⁷. However, with the right strategy, it is possible to extend this much further and address deep societal challenges across health, well-being and social connectedness.

The SMART city of the future requires smart citizens and investment in science and technology education for communities through accessible experiences has greater impact than investing in technologies alone. Current trends towards shaping circular economies¹¹⁸, leading scientists calling for research impact

115 <https://www.50clydestart.com.au/>

116 Eg.: <https://newcastle.nsw.gov.au/business/supporting-local-business-people/business-improvement-as-sociations/special-business-rates-program>

117 <https://good-design.org/projects/the-city-of-newcastle-night-time-spaces-the-henges/>

118 Eg: <https://www.ellenmacarthurfoundation.org/articles/the-role-of-art-in-driving-systems-change>

Attachment D: Literature Review – arts and culture: context, current practice and future trends

beyond the publications¹¹⁹ and leading artists themselves calling for unified artistic action to address the “hard” problems¹²⁰ we face in the world provide a strong argument for a much greater role for arts and community engagement to benefit our future society.

7 | Catalysts for Arts and Culture Ecosystems

Creating a sustainable arts and culture ecosystem requires committed and continuous co-production of outcomes, strategic investment and a shift from seeing the arts as a commodity or as entertainment to seeing them as participative, connective and democratic. Within this paradigm, government can adopt four enabling roles:

- 1 Custodian Catalyst** – planning and acting in innovative ways to bring creatives, cultural forms and artefacts, community members and cultural assets together, creating access and cultural literacy
- 2 Creative Catalyst** – educating the community about the value of arts and culture beyond their current perception. The creative catalyst seeks to foster impact and change through creative spaces, new venues for music and performance as well as the activation of public spaces.
- 3 Community Catalyst** – prioritising local voices through explicit and implicit participation and encouraging and empowering social change from within the community, championing principles of equity, diversity and inclusivity.
- 4 Collaborative Catalyst** – binding multiple stakeholders including

government, industry, artists, cultural organisation, education, academia and the community together in a creative ecosystem.

8 | Conclusion

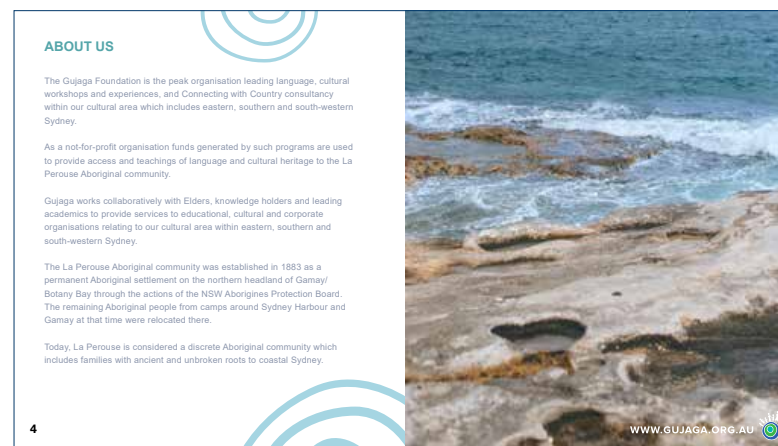
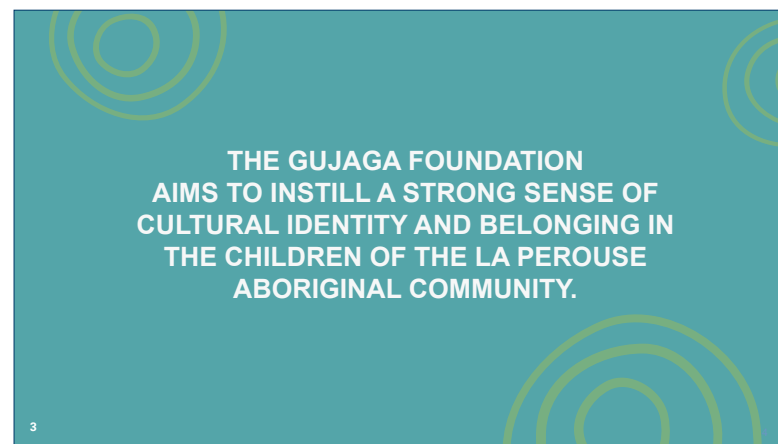
A review of the literature indicates several areas of focus for the Woollahra Arts and Culture Strategy:

- Embedding the place of First Nations culture in Australian art and culture policy and practice – contribution to truth-telling and reconciliation
- Strategic funding that recognises the broader economic landscape and social context of the community – for example affordability during times of economic challenge
- Creative re-use of vacant spaces to activate and to ensure accessibility of arts and culture and access to spaces for cultural practice, performance and exhibition
- The value of external partnerships, collaborations, and investments to enhance planning and resourcing – shared resources and assets
- Aligning arts and culture planning and policy with broader Council, State, National and international plans and policies
- Understanding of the role of tourism as part of cultural planning
- Recognition of sustainability and environmental impacts as part of cultural planning
- Increasing role for arts and culture in addressing social, environmental and economic issues and creating community benefits.

¹¹⁹ AU Chief Scientist, Dr Cathy Foley, on chasing rankings over quality: <https://amp-theguardian-com.cdn.ampproject.org/c/s/amp.theguardian.com/australia-news/2023/nov/15/australia-research-sector-chases-rankings-not-fit-for-purpose-dr-cathy-foley>

¹²⁰ Brian Eno Hard Arts: <https://news.artnet.com/art-world/hard-art-brian-eno-2461394>

Attachment E: Community Engagement – Report from Gujaga Foundation



Attachment E: Community Engagement – Report from Gujaga Foundation

OUR CONNECTION TO COUNTRY

The Gujaga Foundation is 100% owned and controlled by Traditional Owners of Coastal Sydney and the Illawarra

The Registrar of the NSW Aboriginal Land Rights Act are in the final stages of an Aboriginal Owners Investigation in relation to Kamay Botany Bay National Park and Towra Nature Reserve.

The Investigation has set a Cultural Area which encompasses Coastal Sydney and the Illawarra. This Cultural Area was created by a team of independent experts who based this cultural area on:

"social organization, kinship structures, marriage networks, historical evidence of resource sharing, ceremonial networks, ritual fighting patterns, trade networks, traditional and historical patterns of movement, language, material culture shifts, watersheds, and ecological shifts"

This process has also identified a list of Original Aboriginal Inhabitants (also known as Apical Ancestors), which inhabited the Cultural Area around the time of colonisation.

Every member, director and staff member of the Gujaga Foundation is descended from at least one of the Original Aboriginal Inhabitant Identified

*Page 13, Interim Report (Draft), Aboriginal Owners Kamay Botany Bay and Towra Nature Reserve, September 2023



Cultural Area
Kamay Botany Bay
Aboriginal Owners
Investigation

5

WWW.GUJAGA.ORG.AU

DHARAWAL LANGUAGE

Turuwul (now pronounced Dharawal) was described as the language of the of Port Jackson and Botany Bay and was the first Aboriginal language name recorded in the Sydney area.

In the 1860's Turuwul (now pronounced Dharawal) was described as The language of the now extinct tribe of Port Jackson and Botany Bay (from John Malone, a half-caste, whose mother was of that tribe) and was the first known language name for the greater Sydney area.

Dharawal is also the name for the Cabbage Tree Palm, the overarching spirit ancestor (totem) for people that speak the Dharawal language and belong to the Dharawal nation.

In traditional culture there were many variants of language spoken within a cultural area including men or women's version, clan group versions, children language and secret language to name a few. The clan groups such as Gadigal, Birrabirragal, Bidjagal, Cobragal and Gweagal all spoke the overarching language belonging to their cultural area, Dharawal.

Darug, another name for a language/tribe whose cultural area is now in the greater Sydney area, was a term documented in the 1890's from an Aboriginal person named Jim Lowndes. Mr Lowndes described his language (Dharuk) being spoken at places such as Penrith, Parramatta and went as far east to Sydney where it merged into the Tharawal (now pronounced Dharawal).



7

WWW.GUJAGA.ORG.AU

OUR KINSHIP NETWORK

Board members of the Gujaga Foundation are descended from ~60% of the Original Aboriginal Inhabitants with known descendants, thus representing a significant cross section of the Traditional Owner community

Each of Gujaga Foundation's employees are descendants of the Apical Ancestors set out on the right.

Note: Apical Ancestors identified in the Kamay Botany Bay Aboriginals report who belonged to the southern end of the Cultural Area (e.g., south of Gerringsg), were not included in the illustrative diagram.

Board Staff members	Apical Ancestors with known descendants	Apical Ancestors without known descendants
Ray Ingrey	Blara (Biddy)	Bennelong
Sally Walker	Cooman	Barangaroo
Shallan Foster	Betsy (Walden)	Bungaree
Petra Silva	Betsy Madden	Frying Pan
Alan Daly	Gibbinger Nancy	Penulway
	Hannah Lyons	Coleby
	Charles Edwards	Cora Gooseberry
	Caroline Mathews	Susan Butler
	George Timbery	William Wentworth
	Frank Foster	Elizabeth Malone
	Elizabeth Mathews	John Malone
	Lucy Burns	Genoone
	Lucy Lyons	Bowen Bungaree
	John Sims	Maria Nancy
	Mary Ann Lyons	Albert Davis
	Burragalung	Jimmy Lowndes
	Sarah Kemister	William Sadler
	Woolmary	Gilbert Namut
	Susan Edwards	William Arnan
	William Walker	Mahrood Sr
	William Broughton	Thomas Tomora
	Hannah Lamb	

6

OUR APPROACH

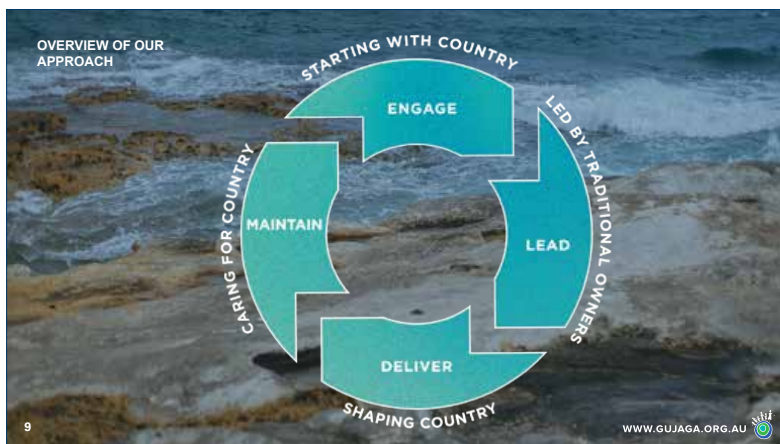


8

9

WWW.GUJAGA.ORG.AU

Attachment E: Community Engagement – Report from Gujaga Foundation



GUIDING PRINCIPLES

- 1. TRADITIONAL OWNER LED**
Advice which guides a project need to be based on knowledge provided by Traditional Owners of Coastal Sydney. This knowledge is because this knowledge is derived from our ancient and unbroken connection to Country.
- 2. CULTURALLY AUTHENTIC AND PLACED BASED**
Advice which guides project also needs to be culturally authentic and linked closely to the local area of the project. This ensures that the rich stories of Traditional Owners are correctly shared and interpreted. It ensures generic Aboriginal cultural content is avoided.
- 3. TELLING OUR STORY, IN OUR WAY**
For the last few decades, the Aboriginal stories of Coastal Sydney have been told by non-Indigenous people and Indigenous people from other areas. As a result, it is even more important that Traditional Owners are able to tell their stories on their terms moving forward.

10

WWW.GUJAGA.ORG.AU

Responses to proposed questions (Artist/ Creatives)

No.	Question	Response
1	Can you give us an example, or tell us about a positive experience that members of your community have had working with Woollahra Council where their work was recognized, represented and celebrated. This may include the work of First Nations artists, performers and other creative practitioners.	A positive experience was the engagement of emerging artist, Shane Youngberry, on the Gugara Park Project. Shane has an unbroken ancestral connection to Coastal Sydney through his ancestors, Biddy Giles and Paddy Davis. In partnership with the Gujaga Foundation, Shane shared an artwork depicting a Gugara, which is the Dharawal word for Kookaburra. The Gujaga Foundation also provided content to be included in an interpretation panel for the park. The fact that this project included local Dharawal language, a local Dharawal artist and interpretation signage created with the input of Dharawal people is a great example of our work being recognized, represented and celebrated. This kind of project is particularly important as, in the Sydney Harbour area, Traditional Owners are usually not engaged properly or at all. The fact that this project allowed us to share our story, on our Country and in our way led to the whole project being a really positive experience.
2	Can you tell us about the challenges you feel First Nations artists, performers and other creative practitioners may face when working with local government organisations, such as Woollahra Council?	We believe that there are a number of challenges for Traditional Owners artists, performers and other creative practitioners, such as: <ul style="list-style-type: none"> As is the case in most of Coastal Sydney, the unique connection that Traditional Owner practitioners have with their Country is often ignored or undervalued. They are often included in the same category as Indigenous artists from other areas. Due to the fact our ancestors were forcibly removed from Sydney Harbour, Traditional Owners no longer reside within Woollahra Council boundaries. This means that it is easy to miss out on information about opportunities as we do not have a physical presence in that part of our Country. Many of the creative practitioners belonging to our community are young and still developing their skills in relation to proposals, negotiating contracts etc. This can make it difficult to win projects and/or grant funding.
3	What could Council do to facilitate your work and that of other creatives in your community?	We believe that Woollahra Council is already heading in the right direction through building a strong relationship with the Gujaga Foundation. This relationship can be useful in sharing information with practitioners belonging to our community. We could potentially be more structured and targeted in how we work together in this space.

12

Attachment E: Community Engagement – Report from Gujaga Foundation

Responses to proposed questions
(Community members)

No.	Question	Response
4	Can you tell us what makes a good experience for people from your community to attend or participate in a Woollahra Council event, program service etc.?	<p>There are a number of components which make up a good experience for members of our community. These include:</p> <ul style="list-style-type: none"> Cultural protocols are followed. This can include things such as ensuring that a Welcome to Country is performed by a Traditional Owner, or ensuring that the Acknowledgement of Country is performed correctly. Creating a safe and welcoming environment for our community. Even though our community has a spiritual and cultural connection to the land within the Woollahra Council boundaries, we have been physically isolated by over 100 years by a combination of protectionism and the property market. This means that extra steps may need to be taken to make our community feel comfortable in this space. This can be achieved through things like an Elders space at a public event where our Elders can sit and relax, or a community night where our community is encouraged to attend a performance through discounted tickets. Ensuring that the event or program is of interest to our community. There are many instances where performances or programs focussed on First Nations content are actually created for a non-Indigenous audience. For example, a performance about the Stolen Generation may be incredibly powerful from an artistic standpoint, but it brings up past trauma for our community and is therefore not enjoyable.
5	What aspects of local arts, heritage and culture do you think Woollahra Council should do more of?	<p>We believe that Woollahra Council should do more to highlight the unique First Nations history of the area. The story of Traditional Owner resilience and connection to Country, despite the impacts of the Sydney colony, is interesting and unique to the area. It is a story that is also difficult for most other Local Councils to replicate which makes it even more appealing. The medium used to tell this story can be varied and targeted at both the residents of Woollahra Council and the Traditional Owner community, which is predominately centred around La Perouse.</p>
6	What aspects of local arts, heritage and culture do you think Woollahra Council should do less of?	<p>We haven't engaged meaningfully in Woollahra Council's recent arts, heritage and culture programs so it is difficult to provide an assessment.</p>

13

Responses to proposed questions
(General)

No.	Question	Response
7	What opportunities do you see or may exist for Woollahra Council to work with your community around cultural development eg programs with young people?	<p>There are multiple opportunities that exist for Woollahra Council to work with our community around cultural development. Some examples include:</p> <ul style="list-style-type: none"> Making space/ venues available for cultural programs such as artefact making, cultural dancing etc. Making space/ venues available for fundraising events so that we can use funds raised to support our language and culture revitalisation programs. Partnering with other stakeholders in the area such as National Parks and Wildlife Services, the Sydney Federation Harbour Trust and the Museums of History NSW to ensure our stories are told consistently and collaboratively across the whole of our cultural landscape.
8	What can Woollahra Council do to work with your community to create connection to Country, storytelling, truth telling and sharing of cultural knowledge?	<p>The approach to each of these items is different so it is best to respond to them individually:</p> <ul style="list-style-type: none"> Connection to Country: As Traditional Owners, we already have a spiritual and cultural connection to the Country within the Woollahra Council boundaries. The physical connection can be strengthened by creating opportunities for our community to spend time on this part of our Country. Storytelling: this can be achieved by identifying the mediums in which story telling can take place and engaging the appropriate members of our community to tell their stories through these mediums. Truth telling: We find this concept difficult as our people have been telling the truth about the impacts of colonisation and protectionism for as long as we can remember. The issue is that very few people listen. We could potentially explore ways to elevate our voices in relation to this so as to increase impact. Sharing of cultural knowledge: the approach here is similar to that of storytelling as it involves identifying the ways in which the sharing of cultural knowledge can take place and engaging the appropriate members of our community to share their knowledge.

14



Woollahra
Municipal
Council



536 New South Head Road,
Double Bay NSW 2028

T: 02 9391 7000

E: records@woollahra.nsw.gov.au
woollahra.nsw.gov.au

Follow us



Download the Council App
woollahra.nsw.gov.au/app

Have your say
yoursay.woollahra.nsw.gov.au

Item No: R6 Recommendation to Council
Subject: **MONTHLY FINANCIAL REPORT - 30 JUNE 2024
INVESTMENT HELD AS AT 31 JULY 2024**
Author: Abdullah Rayhan, Team Leader Financial Services
Approvers: Paul Ryan, Chief Financial Officer
Sue Meekin, Director Corporate Performance
File No: 24/125457
Purpose of the Report: To present the monthly financial report for June 2024 and to present a list of investments held as of 31 July 2024.
Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Recommendation:

THAT Council:

- A. Receive and note the Monthly Financial Report – June 2024.
- B. Note that the Council's 12-month weighted average return for June 2024 on its direct investment portfolio of 5.25% (LM: 5.26%, LY: 4.28%) exceeds the benchmark 90-day AusBond Bank Bill Index of 4.41%.
- C. Note that the interest revenue for the year to date June 2024 is \$5.22M, exceeding our revised year to date budget of \$4.69M for the same period.
- D. Receive and note the list of Council's investments held as of 31 July 2024 (provided as late correspondence).

Executive Summary:

The purpose of this report is for the Responsible Accounting Officer (RAO), the Council's Chief Financial Officer to provide the Council with a written report for June 2024 as per the Local Government Regulation 2005 (Clause 212), setting out details of all money that the Council has invested.

As previously noted by the Committee, due to the end of the month occurring after the closure of the meeting agenda and business papers, the full report for that month is unable to be prepared for the meeting and is instead presented at the following meeting. In order to meet the investments reporting obligations under the Local Government (General) Regulation noted above, a list of investments held at the end of the month will be presented to the Committee at its meeting as 'late correspondence'. Therefore this report presents the full monthly financial report for June 2024. A list of investments held as of 31 July 2024 will be presented to the Committee at its meeting on 05 August 2024 as "late correspondence".

The 12-month weighted average return for June 2024 remains steady at 5.25% (last month: 5.26%; last year's same month 4.28%) on the back of rising deposit rates. The interest revenue year to date at \$5.22M exceeded our Q4 budget forecast of \$4.69M.

Discussion:

The Monthly Financial Report for June 2024 is submitted to the Committee for consideration and includes the following:

- ◆ Investment Transactions for the month.
- ◆ Restricted Cash (Reserves).
- ◆ Summary of Receipts, Payments, and Bank Balance.

- ◆ Details of Investment Portfolio.
- ◆ Investment Policy Compliance Report.
- ◆ Charts: Weighted Average Days to Maturity, Weighted Average Return, Weighted Average Return v 90-day AusBond Bank Bill Index, Actual Interest Earned v Original Budget & Revised Forecast.
- Movements in Book Value (Fair Value) of Investments.
- Arrears of Rents & Fees.

Investment Transactions for June 2024

Date	Investment Description	Term	Rate	Transaction	Amount
Opening Balance as at 1 June 2024					109,316,781.82
11/06/2024	AMP Bank TD	369	5.45	Maturity	-4,000,000.00
21/06/2024	National Australia Bank TD	368	5.25	Purchase	2,000,000.00
01/06/2024	CBA Online movement			Deposit	44,934.95
28/06/2024	NAB Loan Repayment account			Maturity	-349,316.65
30/06/2024	Oakvale Capital RMBS			Fair Value Adjustment	27,356.72
Net movement in Portfolio for the month					-2,277,024.98
Closing Balance as at 30 June 2024					107,039,756.84

Commentary:

Council's investment portfolio remains steady, and the total new investment for the month equates to \$2 million.

Restricted Cash

Restricted Cash is funds set aside for future expenditure and is established either by a legislative requirement or Council resolution. Reserves established by a legislative requirement are called "External Restrictions" while those established by Council are "Internal Restrictions".

The breakdown below shows that of the Council's total cash and investments of \$110.15M* at the end of Jun'24, approximately, \$105.89M was restricted leaving \$4.26M in unrestricted cash. It is noted that the final June restricted and unrestricted cash balances are unavailable at the time of writing this report as the annual financial statements are still being finalised and these balances will be impacted by year-end journals. The 2023-24 Financial Statements will include the final restricted and unrestricted cash balances summary as of 30 June 2024.

	30/06/2024 \$'000
Total Cash, Cash Equivalents and Investments	110,153
Less: Restricted Cash:	
External Restrictions	15,017
Internal Restrictions	<u>90,872</u>
Unrestricted Cash	<u>4,264</u>

*Includes on call cash in operating bank accounts not included in the investments balance above.

Details of restricted cash balances are provided each quarter in the quarterly budget review.

Summary of Receipts, Payments, and Bank Balance

Cash Book Balance as at 31 May 2024		2,454,719.56
	General Fund Acct	1,836,535.99
	Kiaora Bank Acct	618,183.57

Receipts		
Rates		3,830,221.48
Investment Maturities		4,000,000.00
Other		8,092,389.33
Total Receipts		15,922,610.81

10 Largest Receipts during the month

Description	This month	Current YTD	Previous YTD
Kiaora Place	672,598	11,974,750	11,986,332
Deposits & Bonds	1,865,936	12,053,304	10,558,738
S7.12 Contributions	768,153	4,568,830	4,111,304
Sundry Debtors	697,973	15,236,976	13,783,251
Parking Fines	612,050	7,510,154	7,371,637
Traffic Route Lighting Subsidy	403,000	403,000	395,000
GST Refund	345,752	4,142,488	2,408,777
Hoarding Application Fees	297,357	734,085	1,319,341
Parking Meter Charges	194,757	2,548,060	2,209,494
Trade Waste Debtors	144,317	1,804,891	1,684,740
	6,001,893	60,976,538	55,828,614

Payments

Cheque Payments	-773,500.13
Cancelled Cheques	177,427.76
EFT Payments	-9,613,943.79
Returned EFT Payments	543.95
Total Payments before Direct Debits	-10,209,472.21

10 Largest Payments during the month

Reference	Payment Date	Payee	Description	Amount
170234	20/06/2024	Revenue NSW	Q4 RFS, SES & F&RNSW Contribution	-803,377.99
0000110764	6/06/2024	PayClear Services	Superannuation Payment	-427,859.31
0000111188	27/06/2024	Veolia Environmental Services	Tipping fees - Municipal/Commercial	-385,207.09
NAB	24/06/2024	NAB Loan 136 & 137	Loan repayment - Principal & Interest	-351,134.26
0000111147	26/06/2024	PayClear Services	Superannuation Payment	-336,656.45
0000111387	27/06/2024	URM Environmental Services	Waste recycling collection	-217,905.52
0000110944	13/06/2024	Stateline Asphalt	General Works - Capital Projects	-203,258.76
0000111144	20/06/2024	Womens Housing Company Ltd	Community Support Contribution	-181,500.00
0000111117	20/06/2024	Carl M Fallon & Rachael Fallon	General Works - Capital Projects	-164,870.20
0000111254	27/06/2024	Green Options	General Works - Capital Projects & Maintenance	-154,377.90

Payments - Direct Debits From Bank A/c

Payroll	-2,332,782.42
PAYG Tax	-840,703.00
Bank Charges	-6,745.44
Revenue Collection Charges	-27,273.38
Investment Purchases	-2,000,000.00
Credit cards	-27,103.81
Total Direct Debits for period	-5,234,608.05
Total Payments	-15,444,080.26

Cash Book Balance as at 30 June 2024

	General Fund Acct	2,700,546.45
	Kiaora Bank Acct	232,703.66
Issued Cheques	Value:	296,589.63
Outstanding Deposits & Miscellaneous Items		-245,790.29
Reconciled Cash Book Balance as at 30 June 2024		2,984,049.45

Bank A/c Balances as at 30 June 2024

	General Fund Acct	2,751,345.79
	Kiaora Bank Acct	232,703.66
		2,984,049.45

Unpresented Cheques > \$50,000.00

Cheque No.	Cheque Date	Payee	Description	Amount
231088	27/06/2024	Withheld	Security Bond Refund	55,397.36
231089	27/06/2024	Withheld	Security Bond Refund	66,607.87

Commentary:

This statement presents Council's bank reconciliation as of 30 June 2024. The top ten receipts and payment items are provided. Excluding investment transactions, payments exceeded receipts this month by approximately \$1.87M and together with movements in cash at the bank resulted in a \$2M decrease in our total portfolio value.

DETAILS OF INVESTMENTS PORTFOLIO AS AT 30 June 2024

RATING	BANK & SECURITY	PURCHASE DATE	MATURITY DATE	TOTAL TERM (DAYS)	REMAINING DAYS TO MATURITY	%	BOOK VALUE \$
	1. OAKVALE CAPITAL Limited						754,513.00
	Emerald Reverse Mortgage Backed Security Face Value 1 Million						
	2. WMC DIRECT INVESTMENTS						
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	19/07/2023	22/07/2024	369	22	5.44	5,000,000.00
BBB	<u>AMP BANK</u>						
	TERM DEPOSIT	19/07/2023	22/07/2024	369	22	5.75	3,000,000.00
AA	<u>COMMONWEALTH BANK</u>						
	TERM DEPOSIT	21/08/2023	20/08/2024	365	51	5.53	5,000,000.00
A	<u>SUNCORP BANK</u>						
	TERM DEPOSIT	21/08/2023	21/08/2024	366	52	5.21	5,000,000.00
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	20/09/2023	23/09/2024	369	85	5.30	8,000,000.00
AA	<u>WESTPAC BANKING CORPORATION</u>						
	TERM DEPOSIT	31/10/2023	31/10/2024	366	123	5.50	2,000,000.00
A	<u>SUNCORP BANK</u>						
	TERM DEPOSIT	28/11/2023	28/11/2024	366	151	5.47	2,000,000.00
BBB	<u>BANK OF QUEENSLAND</u>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	205	5.10	1,000,000.00
A	<u>SUNCORP BANK</u>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	205	5.20	7,000,000.00
A	<u>ING DIRECT</u>						
	TERM DEPOSIT	20/12/2023	21/01/2025	398	205	5.23	7,000,000.00
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	24/01/2024	4/02/2025	377	219	5.15	3,000,000.00
AA	<u>WESTPAC BANKING CORPORATION</u>						
	TERM DEPOSIT	24/01/2024	4/02/2025	377	219	5.16	7,000,000.00
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	27/02/2024	4/03/2025	371	247	5.10	5,000,000.00
AA	<u>WESTPAC BANKING CORPORATION</u>						
	TERM DEPOSIT	27/02/2024	4/03/2025	371	247	5.12	5,000,000.00
BBB	<u>BANKVIC</u>						
	TERM DEPOSIT	13/03/2024	13/03/2025	365	256	5.11	2,000,000.00
A	<u>ING DIRECT</u>						
	TERM DEPOSIT	13/03/2024	13/03/2025	365	256	5.13	5,000,000.00
A	<u>ING DIRECT</u>						
	TERM DEPOSIT	26/03/2024	2/04/2025	372	276	5.11	3,000,000.00
BBB	<u>BANKVIC</u>						
	TERM DEPOSIT	26/03/2024	2/04/2025	372	276	5.15	2,000,000.00
AA	<u>WESTPAC BANKING CORPORATION</u>						
	TERM DEPOSIT	24/04/2024	6/05/2025	377	310	5.17	4,000,000.00
AA	<u>WESTPAC BANKING CORPORATION</u>						
	TERM DEPOSIT	30/04/2024	20/05/2025	385	324	5.34	2,000,000.00
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	29/05/2024	4/06/2025	371	339	5.24	5,000,000.00
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	TERM DEPOSIT	21/06/2024	24/06/2025	368	359	5.25	2,000,000.00
AT CALL:							
AA	<u>COMMONWEALTH BANK</u>						
	ONLINE SAVER A/C					4.35	16,044,934.95
AA	<u>NATIONAL AUSTRALIA BANK</u>						
	LOANS REPAYMENT A/C					4.75	240,308.89
	Total WMC Direct Investments						106,285,243.84
	Weighted Average Days to Maturity of WMC Direct Investments				190		
	Weighted Average Return of WMC Direct Investments					5.25	
	PORTFOLIO TOTALS						107,039,756.84

I hereby certify that the above investments have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's investment policy.

P. Ryan
CHIEF FINANCIAL OFFICER

Commentary:

As of the end of June 2024, Council was within the policy limits for each individual ADI. Overall, the portfolio is well diversified across the entire credit rating spectrum. The majority of the portfolio is directed to fixed-term deposits and cash.

**Investment Policy Compliance Report
 as at 30 June 2024**

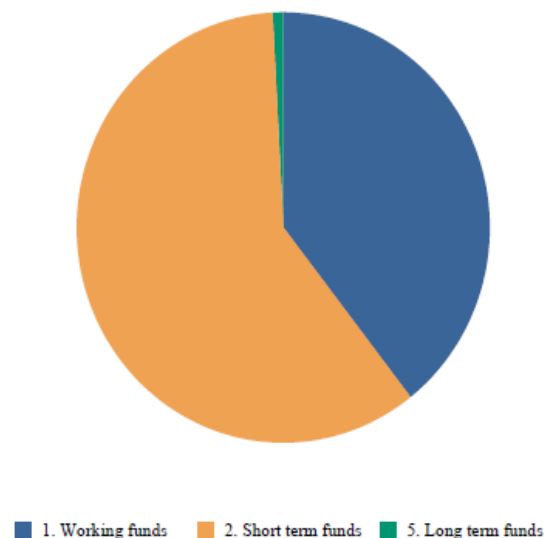
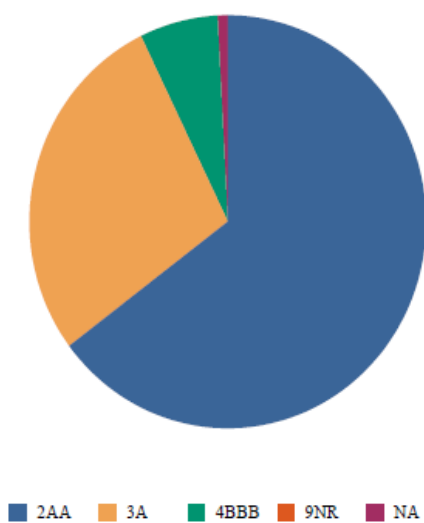
Acct	Bank	Rating Cat.	Policy Limit %	Policy Limit \$	Current Holding \$	% of Total	Compliance
Counterparty Limits:							
AMP	AMP Bank	BBB	10%	10,703,976	3,000,000	3%	Complies - \$ 7,703,975 available
CBA	Commonwealth Bank	AA	30%	32,111,927	21,044,935	20%	Complies - \$11,066,992 available
ING	ING Direct	A	15%	16,055,964	15,000,000	14%	Complies - \$ 1,055,963 available
NAB	National Australia Bank	AA	30%	32,111,927	28,240,309	26%	Complies - \$ 3,871,618 available
OAK	Oakvale Capital	NA		0	754,513	1%	Grandfathered - Complies
QLD	Bank of Queensland	A	15%	16,055,964	1,000,000	1%	Complies - \$15,055,963 available
SUN	Suncorp	A	15%	16,055,964	14,000,000	13%	Complies - \$ 2,055,963 available
VIC	BankVic	BBB	10%	10,703,976	4,000,000	4%	Complies - \$ 6,703,975 available
WBC	Westpac Banking Corporation	AA	30%	32,111,927	20,000,000	19%	Complies - \$12,111,927 available
					<u>107,039,757</u>		

Credit Quality Limits:

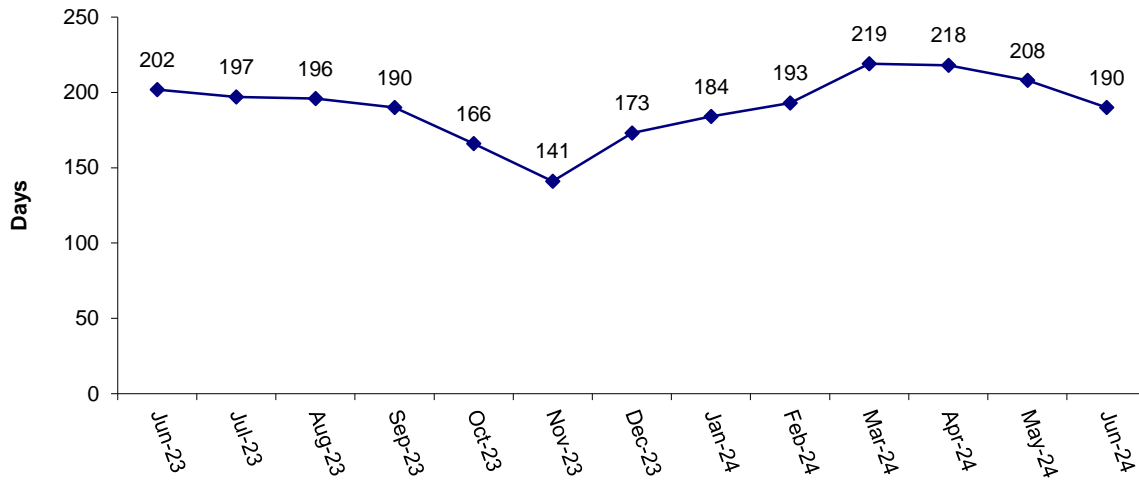
Rating Cat.	Limit	\$	%	
AA	100%	69,285,244	65%	Complies
A	60%	30,000,000	28%	Complies
BBB	40%	7,000,000	7%	Complies
NA		754,513	1%	Grandfathered
		<u>107,039,757</u>		

Term to Maturity Limits:

Term	Limit	\$	%	
1. Working funds	10-100	42,285,244	40%	Complies
2. Short term funds	20-100	64,000,000	60%	Complies
5. Long term funds	0-20	754,513	1%	Complies
		<u>107,039,757</u>		



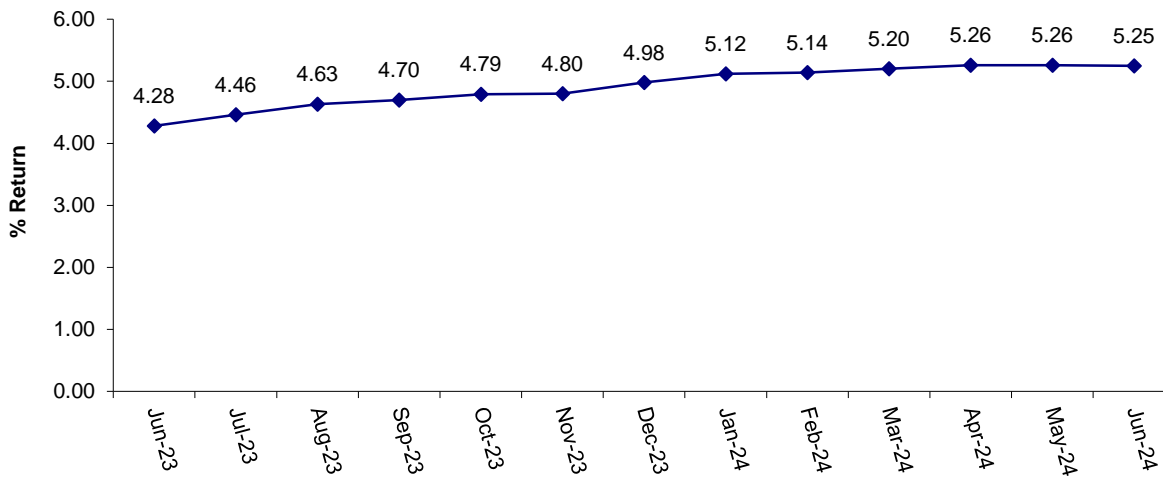
Weighted Average Days to Maturity



Commentary:

The weighted average days to maturity decreased by 18 days over the month and new investments placed on terms no greater than 369 days.

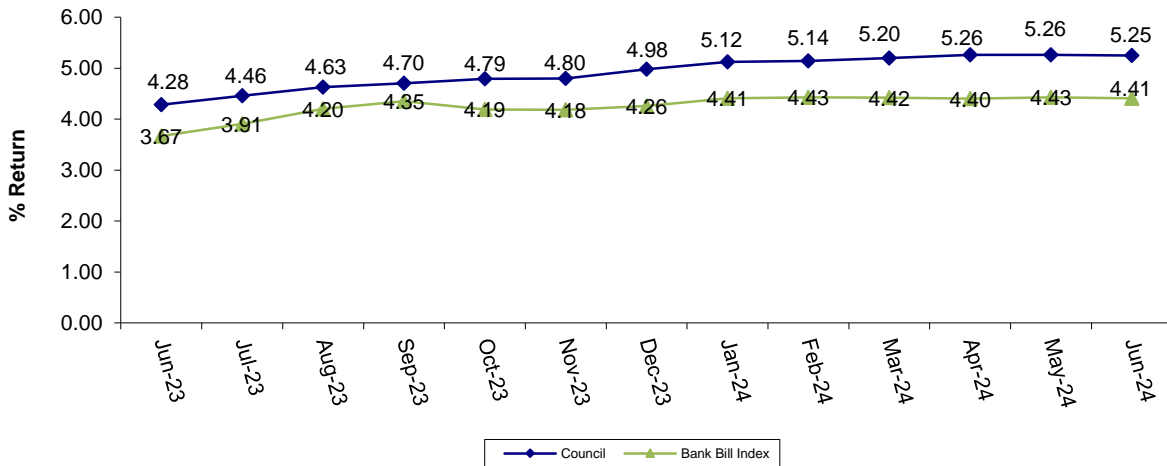
Weighted Average Return



Commentary:

The weighted average return for June 2024 remains steady and new investment was placed on an interest rate of 5.25% per annum.

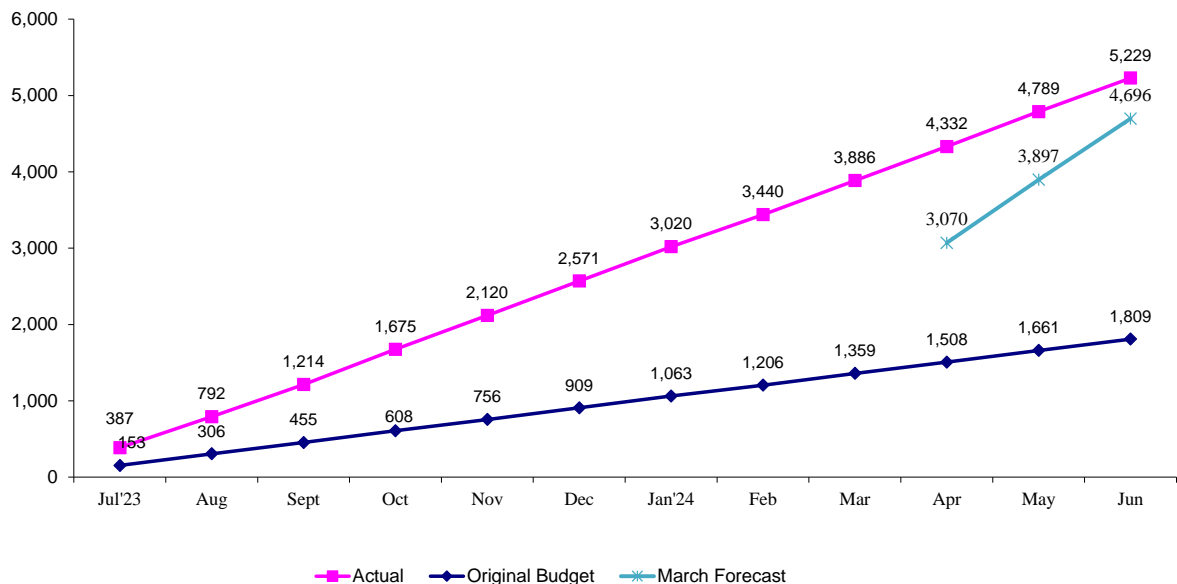
Weighted Average Return v Bank Bill Index



Commentary:

This chart tracks the Council’s weighted average return on its direct investment portfolio against a 90-day AusBond Bank Bill Index. The Council’s weighted average is ahead at 5.25% per annum with the 3mth AusBond Bank Bill Index of 4.41% per annum.

Actual Interest Earned v Budget
 \$'000



Commentary:

Council’s year to date June 2024 interest revenue came in at \$5.22M, ahead of our revised budget and will continue the trend. The interest income is revised as part of the quarterly budget review presented to the council.

Movements in Book Value (Fair Value) of Investments

EMERALD MBS2007-1B

	Securities	Total Book Value
1/07/2023 Balance brought forward	727,156.28	727,156.28
30/06/2024 Revalued to Market Value	27,356.72	754,513.00
	754,513.00	

Commentary:

The table above details movements in Council’s portfolio formerly managed by Oakvale Capital. It typically includes the maturity or sale of securities, quarterly coupon payments, and fair value (market) adjustments. The Emerald Reverse Mortgage security was officially revalued for year-end, recording a gain of \$27,356.72.

Arrears of Rent & Fees

The table below summarises the arrears (greater than 30 days) of rents and fees as of 30 June 2024. This information is provided quarterly along with details of any unpaid debts greater than \$25,000 outstanding over 90 days.

Type	Total Collectible (23/24 Revenue + Arrears)	> 30 days			> 60 days			> 90 days		
		Jun'24	Mar'24	Jun'23	Jun'24	Mar'24	Jun'23	Jun'24	Mar'24	Jun'23
General	15,704,103	285,097	474,969	87,463	6,503	24,556	23,878	55,717	140,694	136,387
% of Total Collectible		1.8%	3.3%	0.6%	0.0%	0.2%	0.2%	0.4%	1.0%	0.9%
Environmental Health	109,213	3,065	2,642	3,631	19,739	814	3,452	3,975	24,302	21,819
% of Total Collectible		2.8%	4.7%	3.5%	18.1%	1.4%	3.3%	3.6%	42.8%	20.9%
Preschool	226,388	0	0	0	0	0	0	0	0	0
% of Total Collectible		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade Waste	1,845,087	0	39,263	20,334	13,210	17,174	1,787	1,692	552	253
% of Total Collectible		0.0%	2.9%	1.2%	0.7%	1.3%	0.1%	0.1%	0.0%	0.0%
Kiaora Place	11,448,212	67,822	61,076	2,135	62,262	51,416	-4,496	96,359	131,141	208,468
% of Total Collectible		0.6%	0.7%	0.0%	0.5%	0.6%	-0.1%	0.8%	1.4%	2.3%
Total	29,333,003	355,983	577,949	113,563	101,714	93,960	24,621	157,743	296,689	366,927
% of Total Collectible		1.2%	2.3%	0.4%	0.3%	0.4%	0.1%	0.5%	1.2%	1.4%

Name	Amount	Remarks
A Council Tenant	\$52,095.95	Commercial & Retail Leases, General discussion continues and follow up action is currently being undertaken for potential termination.

Comparative information is also provided for the previous quarter and the same quarter last year. Noting an improvement in past due categories.

Options:

This report is presented to the Committee for noting.

Community Engagement and/or Internal Consultation:

There has been no community engagement or internal consultation in the preparation of this report.

Policy Implications:

There are no Policy implications arising from this report.

Financial Implications:

Over the financial year depending on economic conditions and bank interest offerings, Council will continue to invest in the longer term by placing a slightly larger proportion of deposits across 12 months or more. Over a cycle and in a normal market environment, this may earn up to ¼-½% p.a. higher compared to investing in shorter terms.

Conclusion:

Despite potential interest rate movements on the horizon, given an upward-sloping deposit curve, maintaining a slightly longer average duration position on deposits will continue to outperform shorter durations. The deposit market has largely already factored in the potential rates cut cycle, reflected by the flattening of the curve demonstrated by the longer-term holdings over the past few months. Interestingly, amongst the major banks, 2 to 5-year deposit rates are now being offered slightly below 12-month rates. Therefore, Council continues to place new investments on terms no greater than 12 months with rates on offer continuing to increase along this part of the curve.

Due to the timing of the Aug 2024 FC&S Committee meeting being so close to July month end, the July 2024 Monthly Financial Report will be tabled at the Sep 2024 FCS Committee in line with the Committee resolution.

To meet the minimum investments reporting obligations under the Local Government (General) Regulation a list of investments held as of 31 July 2024 will be presented to the Committee at its meeting on 05 Aug 2024 as late correspondence.

Attachments

Nil

Item No: R7 Recommendation to Council
Subject: **CAPITAL WORKS PROGRAM STATUS REPORT - JUNE 2024 INCLUDING 2023-24 BUDGET ROLLOVERS AND REVOTES**
Authors: Petrina Duffy, Coordinator Strategy & Performance
Henrietta McGilvray, Senior Corporate Accountant
Esther Hii, Acting Senior Corporate Accountant
Paul Ryan, Chief Financial Officer
Approvers: Sue Meekin, Director Corporate Performance
Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/79564
Purpose of the Report: To provide the Committee with an update on the status of projects in the 2023-24 Capital Works Program and to report on the 2023-24 Budget rollovers and revotes
Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Recommendation:

THAT Council:

- A. Note and receive the Quarterly Progress Report – Capital Works Program for June 2024.
- B. Approve the items identified as “Revote” in Attachment 1 totalling \$822,751 and in Attachment 2 totalling \$1,630,432 to the 2024-25 Budget.
- C. Note that the net impact of the operational rollovers is a decrease in Council's 2024-25 Net Operating Result before Capital Grants & Contributions of \$1.228m to a surplus of \$485k.

Executive Summary:

As part of Council's quarterly reporting under the Integrated Planning and Reporting Framework this report is presented to the Finance, Community & Services Committee detailing the status of projects in the Capital Works Program to the end of June 2024.

The Capital Works Program Status Report to the end of June 2024 report shows the current status of capital works projects, provides additional progress comments, identifies those projects either rolled over into 2024-25 or recommended for revote, and further provides a comparison of expenditure to date against the total project budget to the end of the June quarter.

Discussion:

1. Capital Works Program

The Capital Works Program Status Report for the end of June 2024 is at **Attachment 1**. Consistent with the approach adopted for quarterly reporting on the Priorities and Actions contained in Council's Delivery Program and Operational Plan, the Capital Works Program Status Report:

- is presented by Theme, Goal, Strategy and Priority with specific projects supporting the Priority shown listed in the table under the heading of “Actions”, and
- includes a column headed “Comment Updated where ‘Yes’ indicates that the comments relating to that particular project have been updated since the previous quarterly report, enabling Councillors and other readers of the report to easily identify where a project's status has been updated.

2. Capital Works Program Rollovers and Revotes

The table below summarises the rollovers and revotes from the Capital Works Program by Goal and Strategy. By way of brief explanation of the rollovers and revote process, Council adopts an annual budget for the provision of works and services and the delivery of projects each year. At the end of each year the votes of expenditure lapse, except as provided in Clause 211 of the Local Government (General) Regulation 2005, whereby:

- (3) *All such approvals and votes lapse at the end of a council's financial year. However, this subclause does not apply to approvals and votes relating to:*
- (a) *work carried out or started, or contracted to be carried out, for the council, or*
 - (b) *any service provided, or contracted to be provided, for the council, or*
 - (c) *goods or materials provided, or contracted to be provided, for the council, or*
 - (d) *facilities provided or started, or contracted to be provided, for the council, before the end of the year concerned, or to the payment of remuneration to members of the council's staff.*

There are instances where projects are commenced toward the end of a financial year but not completed. Where this is the case the budget allocation remaining can be rolled into the new financial year for the completion of the project. As the Regulation does not require these amounts to be re-voted, this has been done administratively. Where the project has not commenced, Council is required to formally revote the budget allocation into the new financial year budget. Expenditure relating to the 2023-24 financial year has now been finalised. This report makes a recommendation to revote budget allocations for capital works totalling \$822,751 into the 2024-25 Budget for projects not commenced at 30 June 2024, summarised below. The Capital Works Program Status Report for the end of June 2024 at **Attachment 1** includes a column identifying those projects that are recommended for "revote" into 2024-25.

	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	Revotes \$
Goal 5: Liveable places					
5.1 Enhance council provided community facilities to foster connections between people and place and enhance quality of life.	5,710,756	4,075,556	1,635,200	1,374,252	333,016
5.3 Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls.	9,096,607	3,926,852	5,169,755	5,010,964	150,000
5.4 Reduce impacts of local flooding and improve floodplain risk management	2,046,318	1,788,189	258,129	334,056	0
5.5 Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains	12,166,484	7,631,130	4,535,354	4,579,553	61,185
Goal 6: Getting around					
6.3 Reduce traffic congestion, noise and speeding.	1,156,833	557,108	599,725	142,966	127,550
Goal 7: Protecting our environment					
7.1 Protect trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.	176,214	169,225	6,990	0	0

	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	Revotes \$
7.2 Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.	428,730	60,000	368,730	340,000	0
Goal 8: Sustainable use of resources					
8.1 Reduce greenhouse gas emissions.	367,201	99,197	268,004	113,646	0
8.5 Reduce potable water usage by Council and encourage reduced usage on private property.	467,365	33,300	434,065	434,065	0
Goal 9: Community focused economic development					
9.1 Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.	5,292,613	4,559,066	733,547	633,437	100,000
Goal 11: A well managed Council					
11.1 Build an efficient organisation that places customers and the community at the heart of service delivery.	96,000	32,532	63,468	2,688	51,000
11.2 Secure Council's financial position.	54,999	50,590	4,409	4,409	0
Total:	37,060,120	22,982,745	14,077,375	12,970,036	822,751

The top ten projects, making up 42% of the \$13,792,787 'budget remaining', comprise rolled over projects of \$12,970,036 plus project revotes of \$822,751. These projects are listed below:

Current Ref #	Delivery Program 2022-23 – 2025-26 Priority	Project Name	Rollovers / Revotes \$
5.3.2.33	5.3.2 Implement a prioritised program of capital improvements to public open spaces and recreation facilities.	Rushcutters Bay Park Youth Facility	1,095,922
5.3.2.45	5.3.2 Implement a prioritised program of capital improvements to public open spaces and recreation facilities.	Lyne Park Playground - Upgrade Lyne Park playground	811,279
5.5.2.45	5.5.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Caledonian Road Rose Bay, New South Head Road to End	694,282
5.5.2.22	5.5.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Murray Rose - Public bath/ swimming Enclosure	590,858
5.5.2.36	5.5.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Burrabirra Avenue , Vaucluse Fitzwilliam Road to Olola Ave	529,505
5.1.2.24	5.1.2 Implement a prioritised program of capital improvements to community facilities.	Cross Street Car Park- Redevelopment	477,526
9.1.1.1	9.1.1 Encourage economic development in business and retail centres and implement Council's adopted Place Plans.	Rose Bay Car Parks- Redevelopment	419,272
5.3.2.18	5.3.2 Implement a prioritised program of capital improvements to public open spaces and recreation facilities.	Multi-use sports facilities construction	400,000
5.3.2.28	5.3.2 Implement a prioritised program of capital improvements to public open spaces and recreation facilities.	Yarranabbe Park - Northern Plaza and stairs construction	400,000

Current Ref #	Delivery Program 2022-23 – 2025-26 Priority	Project Name	Rollovers / Revotes \$
5.5.2.35	5.5.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Olola Avenue Vaucluse, 13- 29 Olola Avenue Road Pavement	361,592
Total:			5,780,236

In summary, there were 178 capital projects budgeted in 2023-24. Of the 178 projects, 160 projects have either been completed or are in progress / commenced, with 89 projects being rolled over into 2024-25. There are 12 projects that have not commenced or are deferred and are recommended for revote. For comparison purposes, last year there were 81 projects rolled over and 12 projects revoted.

Overspent projects are balanced out by unspent funds from completed projects or reductions in amounts being rolled over. Projects being rolled over at less than budget remaining are indicated as such in **Attachment 1**. Funding for projects in progress at 30 June 2024 has been rolled forward into the 2024-25 Budget. Any Reserve funding for projects completed for less than budget has been returned to the respective Reserves at year-end.

The Capital Works Program revotes and rollovers totalling \$13,792,787 are funded from the following sources:

Source	Amount \$
Grants	518,506
Environmental & Infrastructure Renewal Levy Reserve	3,479,210
Section 7.12 Contributions	3,818,136
Property Reserve	2,044,037
Revotes & Rollovers Reserve	2,469,121
Open Space & Community Facilities Reserve	361,954
Stormwater Management Reserve	173,553
General Reserve	319,975
Other Contributions	36,480
Section 7.11 Reserve	169,170
Preschool Reserve	28,330
Kiaora Reserve	323,315
Computer Reserve	51,000
Total	13,792,787

3. Operating and Operating Capital Budget Rollover and Revotes

There were also a number of operating budget projects and operating capital replacements not completed as at 30 June 2024 which also require rolling over or revoting. It is noted that the net operating surplus before capital grants and contributions for 2024-25 will decrease by \$742k, which is the total of the operating rollovers & revotes net of grant income, other contributions income and vehicle sales income. This decreases the surplus from \$1.228m to a surplus of \$485k. There is no additional impact on working funds. The rollovers and refunds are fully funded (refer "source" table below). Details of these items are provided in **Attachment 2**.

The table below summarises the specific budget provisions for the rollovers and revotes from the Operating and Operating Capital Budgets.

2023-24 Operating and Operating Capital Budgets Rollovers & Revotes						
	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	2023-24 Revotes \$	Total Rollovers & Revotes
General Manager & Executive	250,000	9,487	240,513	196,500	0	196,500
Community & Customer Experience	248,283	87,640	160,643	136,515	21,151	157,666
Corporate Performance	524,575	253,573	271,002	129,714	0	129,714
Infrastructure & Sustainability.	8,387,247	4,390,403	3,996,844	1,867,576	1,559,712	3,427,288
Planning & Place	1,230,552	623,811	606,741	557,168	49,569	606,737
Total Operating	3,612,881	1,802,219	1,810,662	1,510,487	69,281	1,579,768
Total Operating Capital	7,027,776	3,562,695	3,465,081	1,376,986	1,561,151	2,938,137
Total Operating & Operating Capital	10,640,657	5,364,914	5,275,743	2,887,473	1,630,432	4,517,905

The Operating and Operating Capital Budgets rollovers and revotes totalling \$4,517,905 are funded from the following sources:

Source	Amount \$
Reserves	3,717,101
Plant sales	734,700
Grant Income	66,104
Total	4,517,905

Options:

Council may resolve in line with the recommendations as included in this report or Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

No community engagement was required for this report.

Policy Implications:

There are no direct policy implications arising from this report.

Financial Implications:

With the Operating and Operating Capital rollovers and revotes detailed in this report, the net operating surplus before capital grants and contributions for 2024-25 will decrease by \$742k, which is the total of the operating rollovers & revotes net of grant income, other contributions income and vehicle sales income. This decreases the surplus from \$1.228m to a surplus of \$485k. There is no impact on working funds.

Resourcing Implications:

There are no direct resourcing implications arising from this report.

Conclusion:

The status of each of the projects in Council's 2023-24 Capital Works Program has been updated by the relevant Manager with details provided for the information of the Committee in **Attachment 1**.

At the end of each financial year the budget provisions for projects that have not commenced, or are not contracted to commence, lapse. The budget provisions for these projects are required to be revoted into the new financial year budget, by resolution of Council. Budget provisions for projects in progress at 30 June 2024 do not lapse and, therefore, have been rolled into the new financial year administratively. Notations of the budget allocations rolled over and recommendations for revote into the 2024-25 Budget have also been highlighted in **Attachment 1**.

Overall, 90% (last year: 71%) of the Capital Works Program (in dollar values) were either completed or are in progress or works were commenced at 30 June 2024. The report also details a number of projects being rolled over or recommended for revote in both the Operating and Operating Capital Budgets. Details of these rollovers and revote recommendations are provided in **Attachment 2**.

It is recommended that the Items identified as "Revote" and "Recommended for Revote" in **Attachment 1** and **Attachment 2** respectively be re-voted into the 2024-25 Budget.

Attachments

1. Capital Works Program Status Report - June 2024 - Including 2023/24 Budget Rollovers and Revotes [↓](#) 
2. 2023-24 Operating and Operating Capital Budgets Rollovers & Revotes [↓](#) 



CAPITAL WORKS PROGRAM

QUARTERLY PROGRESS REPORT

APRIL - JUNE 2023/24



Contents

Introduction	iii
Capital Works Actions April - June 2023/24 Progress	iv
Environment & Climate Change	1
<i>Includes Strategies:</i>	
5.4: Reduce impacts of local flooding and improve floodplain risk management	
7.1: Protect trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.	
7.2: Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.	
8.1: Reduce greenhouse gas emissions.	
8.5: Reduce potable water usage by Council and encourage reduced usage on private property.	
Parks, Trees & Recreation	5
<i>Includes Strategy:</i>	
5.3 Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls.	
Land & Building Services	12
<i>Includes Strategies:</i>	
5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.	
9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.	
11.2: Secure Council's financial position.	

Transport & Engineering

Includes Strategies:

16

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

6.3: Reduce traffic congestion, noise and speeding.

9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.

Corporate Services

Includes Strategy:

27

11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.

Community Services, Culture & Arts

Includes Strategy:

28

5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.

Library Services

Includes Strategy:

30

5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.

Cover image: Binoculars at Christison Park

Introduction

What is our Delivery Program & Operational Plan?

The Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24 are structured on the Goals and Strategies of our Community Strategic Plan *Woollahra 2032*. The Delivery Program identifies Priorities, whilst the Operational Plan outlines our deliverable projects for the year, including our Capital Works program.

Progress reports for each of Council's key service areas from our Delivery Program and Operational Plan are reported on a biannual basis. In addition a Capital Works Program report is presented quarterly to the Finance, Community & Services Committee.

What is the Capital Works Program – Quarterly Progress Report?

This report provides progress comments against each project in the Capital Works Program. It is designed to provide a snapshot to the Council and the community on the progress against the Capital Works Program as adopted in the Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24.

Capital Works Program Quarterly Progress Report Statistics to end of June 2024

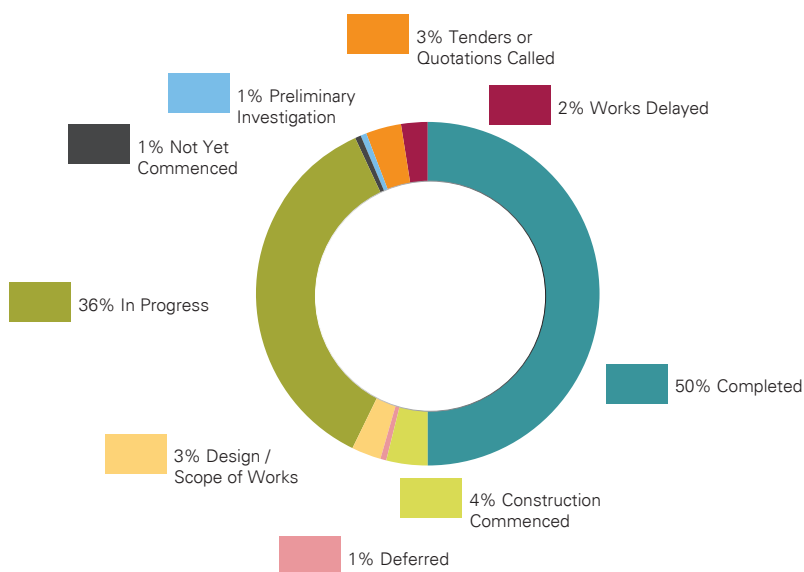
The Capital Works Program delivers actions which support the community priorities identified in our Community Strategic Plan, *Woollahra 2032*. This Capital Works Program progress report lists its project Actions under the key service area it supports:

- Environment & Climate Change
- Parks, Trees & Recreation
- Land & Building Services
- Transport & Engineering
- Corporate Services
- Community Services, Culture & Arts
- Library Services.

The following table provides a snapshot of the status of the progress of all Actions as at 30 June 2024.

Capital Works Actions

As at 30 June 2024



Status	Current Quarter		Budget (\$)	YTD Expenditure (\$)	Budget Remaining (\$)
	# of Projects	%			
Completed	89	50%	17,347,713	16,810,903	536,810
Construction Commenced	7	4%	824,775	186,259	638,516
Deferred	1	1%	180,000	0	180,000
Design / Scope of Works	5	3%	749,474	100,968	648,506
In Progress	64	36%	14,715,270	4,760,745	9,954,525
Not Yet Commenced	1	1%	250,000	0	250,000
Preliminary Investigation	1	1%	100,000	62,718	37,282
Tenders or Quotations Called	6	3%	2,254,888	1,045,531	1,209,357
Works Delayed	4	2%	638,000	15,621	622,379
TOTAL	178	100%	37,060,120	22,982,745	14,077,375

Environment & Climate Change

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.4: Reduce impacts of local flooding and improve floodplain risk management.							
Priority 5.4.2: Develop and implement a five year capital renewal program for stormwater drainage infrastructure.							
5.4.2.1 Stormwater Inlet Capacity Increase - Multiple jobs to improve stormwater capacity (01466) and to identify and rectify small stormwater system works (01492)	In Progress	The Stormwater Inlet Capacity Increase project and Stormwater Small Works Project are carried out concurrently and are on-going projects which involve improving/ constructing stormwater kerb inlets or systems to improve overall stormwater capacity. The works for this financial year which have been completed are as follows; <ul style="list-style-type: none"> • Pipe extension near property No.33 Cross Street, Double Bay; • Pipe system extension in Albert Street, Woollahra; • Pipe extension rear of property No.16 Harris Street, Paddington. The following works which are in progress and are expected to be completed in FY2024/25 are as follows; <ul style="list-style-type: none"> • Stormwater pit upgrade in Underwood Street, Paddington. 	Yes	504,139	364,841	139,298	Rollover 139,298
5.4.2.2 Condition assessment for the stormwater network by using CCTV inspection (01493)	In Progress	This is an on-going project and involves undertaking CCTV inspections of Council's stormwater network in known problem areas or in critical locations to assess the condition of pipes across the LGA. Any defects identified are recorded and repair works are prioritised. This data is considered when developing Council's future capital and maintenance drainage budgets and is incorporated in Council's Asset and Defects Register. The CCTV inspections will continue from FY23/24 into FY24/25.	Yes	109,551	70,488	39,063	Rollover 39,063
5.4.2.3 Pringle Place at Bellevue Garden, Bellevue Hill - New stormwater pipe connection from Pringle Place to Bellevue Gardens (construction) (01663)	Construction Commenced	Staged construction works are still ongoing, with works expected to carry over to completion in Q2 FY24/25.	Yes	52,985	29,605	23,380	Rollover 23,380

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.4.2.4 Bunyula Rd - New stormwater pipe and pit work (01804)	Completed	Construction is completed. Overspend on this project will be covered by savings on other projects.	Yes	400,000	439,395	-39,395	Completed
5.4.2.5 Queen Street corner Ocean Street, Woollahra - Stormwater pipe rehabilitation - Pipe relining and pit building works (01721)	Completed	Project is complete.	Yes	6,734	6,734	0	Completed
5.4.2.6 Ocean Street between William Street and Wiston Gardens - Stormwater pipe rehabilitation and road pavement reconstruction (01722)	Completed	Project is complete.	Yes	77,088	77,088	0	Completed
5.4.2.7 Kiaora Road corner Forest Road, Double Bay - Stormwater improvement works (01662)	Construction Commenced	Sydney Water works were completed early July FY24/25 and remaining construction works anticipated for completion in Q1 FY24/25. As this project is being undertaken in conjunction with #01754, any additional funds will be covered by funds from that project.	Yes	35,873	24,874	10,999	Rollover 10,999
5.4.2.8 George Street, Paddington - Stormwater component of the works (01720)	Completed	Project is complete.	Yes	155,572	155,572	0	Completed
5.4.2.9 Paddington Street cnr Hopetoun corner Hopetoun Lane, Paddington - Threshold Treatment (01805)	Completed	Project is complete. Over-expenditure on this project will be covered by savings on other projects.	Yes	50,000	56,381	-6,381	Completed
5.4.2.10 Cecil St Rushcutters Bay catchment area planning and design works (01806)	In Progress	The design works are substantially complete, however the REF works associated with this is still underway. As a result, the consultation still needs to be progressed and additional funds will be allocated in the September quarterly review process to complete the project.	Yes	102,300	132,451	-30,151	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.4.2.11 Watsons Bay Flood Mitigation Project (01409)	Completed	Project is complete.	Yes	417,831	417,831	0	Completed
5.4.2.12 Caledonian Road Rose Bay - Stormwater outfall upgrade on Rose Bay Beach (design and construct) (01661)	In Progress	Community consultation is scheduled for Q1 Y24/25 and the project will rollover. These works will be done in conjunction with the Caledonian Road footpath reconstruction and road pavement resurfacing (01821) and will be constructed in the FY24/25.	Yes	134,245	12,928	121,317	Rollover 121,317
Strategy 7.1: Protect trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.							
Priority 7.1.2: Implement a prioritised program of capital improvements to natural areas.							
7.1.2.1 Cooper Park Rehabilitation (01489)	Completed	The Ecosol gross pollutant trap which treats water flowing from Bondi Junction to Cooper Creek was installed in January. This project is now complete.	Yes	176,214	169,225	6,990	Completed
Priority 7.2.2: Implement a program of capital works for water quality improvement, including installation of stormwater quality improvement devices such as raingardens and Gross Pollutant Traps.							
7.2.2.1 Water Quality Improvement - Implementation of Water Sensitive Urban Design projects including raingarden (01487) and (01706)	Completed	The raingarden at Watsons Bay which was part of the FY2022/23 budget is complete.	Yes	68,730	40,000	28,730	Completed
7.2.2.3 Water Quality Improvement - Gross Pollutant Trap (01795)	Tenders or Quotations Called	This project is for the installation of a GPT at Collins Avenue Rose Bay. Pre-construction planning and development of the construction methodology is complete. An RFQ will be distributed in Q1 FY24/25. This project is being undertaken in conjunction with Project 01484.	Yes	160,000	20,000	140,000	Rollover 140,000
7.2.2.4 Water Quality Improvement - Design and Construction of Gross Pollutant Trap to treat stormwater (01831)	Design / Scope of Works	A stormwater designer has been appointed and completed the design of the GPT at Gibsons Beach. Construction of the GPT will take place in the first half of FY24/25.	Yes	200,000	0	200,000	Rollover 200,000
Strategy 8.1: Reduce greenhouse gas emissions.							

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Priority 8.1.1: Provide programs and projects to reduce local greenhouse gas emissions.							
8.1.1.1 Energy Conservation & Carbon Reduction Projects (01490)	Completed	A 39.6kW solar system was installed on the RANSA shed and the Drill Hall at Sir David Martin Reserve. The upgrade of remaining inefficient lighting in the Redleaf Council building has been completed, and there has been further replacement of gas appliances with electric at Council facilities.	Yes	250,734	96,376	154,358	Completed
8.1.1.2 Electric Vehicle Charging - Installation of two onstreet chargers and one charger at Ranger's depot (01703)	Design / Scope of Works	Council, via the 3 Council Regional Environment Program, was successful in obtaining grant funding through the NSW Government Electric Vehicle Kerbside Charging Grants and Local Small Commitments Allocation. The funds allocated to this project will be used as Council's co-contribution to the grant project. A schedule of works is in development and will be rolled out over the next 12 months.	Yes	116,467	2,821	113,646	Rollover 113,646
Strategy 8.5: Reduce potable water usage by Council and encourage reduced usage on private property.							
Priority 8.5.1 Integrate water sensitive urban design into local infrastructure and development and investigate stormwater re-use.							
8.5.1.1 Stormwater Harvesting (01484)	Design / Scope of Works	This project is planned to be undertaken in FY24/25, in conjunction with the installation of the GPT (Project 01795)	Yes	202,850	18,144	184,706	Rollover 184,706
8.5.2.1 Water Conservation - Projects to reduce potable water use (00162)	In Progress	This quarter quotes were obtained and a contractor appointed for the installation of a second rainwater tank at Christison Park. Construction is due to commence in late July 2024 and will take approximately 8 weeks.	Yes	264,515	15,156	249,359	Rollover 249,359
ENVIRONMENT & CLIMATE CHANGE TOTAL:				\$3,485,828	\$2,149,911	\$1,335,917	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Parks, Trees & Recreation

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.3 Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls.							
Priority 5.3.2 Implement a prioritised program of capital improvements to public open spaces and recreation facilities.							
5.3.2.1 Parks & Open Spaces Project Management (00054)	In Progress	This cost centre is used for consultancy fees on initial investigation works on various projects identified for the FY2023/24.	Yes	21,789	11,160	10,629	Rollover 10,629
5.3.2.2 Park furniture roll-out (LGA-wide) (00450)	In Progress	Renewal of existing park furniture and new opportunity sites have been identified and continue to be installed. Procurement is complete and rollout will continue in Q1 FY24/25.	Yes	175,000	160,505	14,495	Rollover 14,495
5.3.2.3 Park lighting upgrades (00667)	In Progress	The upgrade to the Marine Parade lighting is complete. Investigation works for lighting along the pathway leading to Gibsons Beach Reserve is commenced with procurement and installation to occur in Q1 FY24/25.	Yes	114,409	87,640	26,769	Rollover 26,769
5.3.2.4 Park Signage - Renewal and new park signage in parks (00777)	In Progress	A list of signage renewal is complete and procurement is underway. Installations to continue in Q1 FY 24/25. New interpretative signage is also installed at Gugara Park.	Yes	169,312	18,182	151,130	Rollover 151,130
5.3.2.5 Fencing Upgrade – Various sites (01338)	In Progress	The renewal of the Lough Playing Field fence has commenced. Further fencing renewals at Yarranabbe Park and Christison Park are planned for Q1 FY24/25.	Yes	162,017	26,460	135,557	Rollover 135,557
5.3.2.6 Park bin replacement (01472)	Completed	Installation of new bins are complete.	Yes	54,000	54,626	-626	Completed
5.3.2.7 Multi-use sports facilities construction (01672) and additional funding required for Lough Playing Fields multi-courts (01396)	In Progress	The draft Review of Environmental Factors (REF) is complete and currently being reviewed by staff (which included an acoustics report). As the proposal encroaches onto a small part of Sydney Water land, we are progressing positive discussions with Sydney Water around required agreements for use of the land. Once the REF is finalised and discussions with Sydney Water finalised, community consultation will commence.	Yes	708,000	14,958	693,042	Rollover 693,042

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.8 New/additional street planter boxes in business centres throughout LGA (01682)	In Progress	Further planting upgrades to business centre gardens are complete and progressing with upcoming improvements to FiveWays, Paddington.	Yes	22,530	19,130	3,400	Rollover 3,400
5.3.2.9 Accessible matting for beaches (01765)	Completed	Project complete.	Yes	36,000	34,340	1,660	Completed
5.3.2.10 Landscape improvements at various sites including Ian St embankment, Spring St laneway, Edward St steps (01866)	In Progress	Landscape improvement works at Spring Street steps, Edward Street and Edgecliff Square are complete. Further works to be scheduled in Q1 FY24/25.	Yes	79,000	57,412	21,588	Rollover 21,588
5.3.2.11 Renewal of softfall at various sites (01086)	In Progress	Softfall works in the Lyne Park playground are progressing and expected to be complete in Q1 FY24/25.	Yes	152,688	0	152,688	Rollover 152,688
5.3.2.12 Informal and non-traditional play elements at various locations (01771)	In Progress	Orders of informal play elements have been placed, with delays being experienced to the supply and delivery of equipment. Once delivered installation will follow which is expected to be Q1 FY24/25.	Yes	150,000	300	149,700	Rollover 149,700
5.3.2.13 Major sportsfield renovations - Drainage at at sportsfields Woollahra 2 & 3 to improve usability during wet weather (01482)	In Progress	Lyne Park and Steyne Park renovation complete. Improvement works and remediation works to Christison Park has commenced and will be complete in FY24/25.	Yes	137,000	94,932	42,068	Rollover 42,068
5.3.2.14 Installation of mulch pit at Woollahra 2 & 3 sportfields for Council use (01873)	In Progress	Procurement for the mulch pit is on-going with quotations received in excess of the allocated budget. The design is being reviewed with the intent to go back to the market for quotation again. Site preparation works have commenced.	Yes	96,000	32,775	63,225	Rollover 63,225
5.3.2.15 Bellevue Park extension of pathway and landscaping - Stage 2 Design and Consultation (01674) and continuation of pathway works - Stage 2 (01759).	Completed	Project complete.	Yes	575,116	574,976	140	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.17 Thornton playground design and consultation (01875)	Works Delayed	Initial community consultation, to seek ideas on the renewal design, was completed. Following this, the design work of the playground is also now complete. Following the Council resolution, dated 29 April 2024, the renewal of Thornton Reserve Playground was replaced by the renewal of Robertson Park playground. Thornton Reserve Playground will be given consideration in the development of the FY25/26 Capital Works Budget. Timing on consultation of the design is anticipated to occur at the end of FY24/25.	Yes	37,000	15,621	21,379	Rollover 21,379
5.3.2.19 Cooper Park Creek Wall - Final stage of creek wall along Tennis Courts (01614)	Completed	Project complete.	Yes	5,474	5,672	-198	Completed
5.3.2.20 Figtree Reserve landscaping - Landscaping works due to flood damage to Figtree Reserve overlooking Cooper Park (01681)	Completed	Project complete.	Yes	40,298	39,998	300	Completed
5.3.2.21 Moncur Reserve landscaping and extension to basketball court (01763)	Completed	Project complete.	Yes	99,825	99,663	162	Completed
5.3.2.22 Harbourview Park basketball court relocation and improvement (01764)	Completed	Project complete.	Yes	90,900	90,495	405	Completed
5.3.2.23 Upgrade and redesign Lower Cooper Park cricket nets (01864)	In Progress	The upgrade of the Lower Cooper Park cricket nets is near completion. A grant application to Cricket Australia was also submitted and successful (\$15K) to complement funding. Some further landscaping works will be finalised in Q1 FY24/25.	Yes	131,000	97,171	33,829	Rollover 33,829
5.3.2.24 Cooper Park Pond upgrade (01766) and renewal of the historic sandstone weirs in Cooper Park Creek (01872)	In Progress	A scope of works for the top Cooper Park pond is complete. Advice from internal staff is that due to the removal of large amounts of sediment and the works required to the heritage weirs, a Review of Environmental Factors (REF) is required. Procurement of a suitable Consultant is underway. This project will likely be delayed until the REF is complete and approved. This is being undertaken in conjunction with #01872.	Yes	271,599	46,687	224,912	Rollover 224,912

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.26 Redleaf Plan of Management - Retaining wall and pathway renewal (01336)	In Progress	The renewal of the Redleaf Retaining Wall is complete along with improvements to garden edging and flagstone paving. Further landscaping works are to be completed in Redleaf in FY24/25.	Yes	121,000	52,951	68,049	Rollover 68,049
5.3.2.27 Sayonara Slipway improvements (01340)	Works Delayed	The Sir David Martin Reserve Plan of Management proposes to activate the Sayonara Slipway for water based recreation and related maritime purposes, whilst retaining and preserving the heritage fabric of the site. A survey of the site has been completed and a site analysis undertaken. The next stage of works will include community consultation to determine possible improvements and activations which is expected to occur in Q2 FY24/25. Any works to the site would require a Heritage Impact Statement.	Yes	150,000	0	150,000	Revote 150,000
5.3.2.28 Yarranabbe Park - Northern Plaza and stairs construction (01399)	Works Delayed	GML Heritage have prepared the Conservation Management Strategy for the site. This project is included in that Strategy. Investigations are underway to determine the feasibility of the project in regards to its heritage impact on the State Heritage Listed park. It is also noted that as development options for the Swimmable Harbour project are progressing this project may be affected (as Yarranabbe Park is an identified site for investigation).	Yes	400,000	0	400,000	Rollover 400,000
5.3.2.29 Rushcutters Bay Park landscaping improvements (01769)	Completed	Project complete.	Yes	12,913	12,913	0	Completed
5.3.2.30 Yarranabbe Fitness Station renewal (01877)	In Progress	The renewal of the Yarranabbe Fitness Station is near completion. Some further landscaping around the site is required to finalise the project in Q1 FY24/25.	Yes	92,000	41,894	50,106	Rollover 50,106
5.3.2.31 Synthetic Cricket wicket upgrades (01683)	Completed	Project complete.	Yes	32,437	29,100	3,337	Completed
5.3.2.32 Major turfing renewal including Tingira Reserve, Guilfoyle Park (01869)	Completed	Project complete.	Yes	75,309	75,309	0	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.33 Rushcutters Bay Park Youth Facility (01190)	In Progress	To proceed with the Rushcutters Bay Park Youth Facility, a Section 60 application to Heritage NSW is required which is currently being prepared. Following a meeting with Heritage NSW for pre-lodgement advice, a Review of Environmental Factors (REF) is being finalised and an Aboriginal cultural values assessment is complete. In review of the draft REF, an updated acoustics report, a detailed site assessment and an Acid Sulphate Soils Assessment is required to be included in the REF. These documents are currently being prepared and will be included in a final REF for submission to the Director, Planning and Place for review and assessment. Should the REF be approved, the S60 application will be submitted. It is expected to be submitted to Heritage NSW in Q2 FY24/25.	Yes	1,135,002	39,080	1,095,922	Rollover 1,095,922
5.3.3.2.34 Trumper Park Pathway renewal - Pathway renewal from the Trumper Park Tennis Courts to Edgecliff Train Station (Bowes Avenue) (01678)	Completed	Project complete.	Yes	239,968	239,952	16	Completed
5.3.2.35 Trumper Oval pathway including retaining walls and seating (01760)	Completed	Project complete.	Yes	218,330	214,903	3,427	Completed
5.3.2.36 Soudan Street reserve landscape upgrade to improve usability and accessibility (01867)	In Progress	Fencing renewal at Soudan Street Reserve is complete. Some minor works to improve the accessibility of the stairs will be undertaken in Q1 FY24/25.	Yes	83,000	64,353	18,647	Rollover 18,647
5.3.2.37 Pocket park upgrades including Comber St Reserve and Sutherland St Reserve (01868)	In Progress	Works complete, undertaken as part of Project #01490 (Energy Conservation & Carbon Reduction Projects).	Yes	55,000	18,216	36,784	Rollover 36,784
5.3.2.38 Royal Hospital for Women Park (RHWP) landscape improvements - terracing, weed matting and garden improvements (01871)	In Progress	Community consultation is complete and a final design and vegetation plan agreed upon. Works have commenced and will be complete in Q1 FY24/25.	Yes	112,000	11,817	100,183	Rollover 100,183

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.39 Spring Street Reserve playground renewal and landscaping (01876)	In Progress	Community consultation on the new playground and landscaping is complete. Minor design changes have been made in response to some submissions received. Playground renewal works will commence in Q2 FY24/25.	Yes	212,000	2,150	209,850	Rollover 209,850
5.3.2.40 Lyne Park landscape upgrade - Improved entry garden beds to Lyne Park off New South Head Rd (01676)	In Progress	Works to the garden beds and main entry to Lyne park is ongoing. Further landscaping improvements will be undertaken in Spring this year.	Yes	15,713	9,900	5,813	Rollover 5,813
5.3.2.41 Lifeline sign replacements (01709)	Completed	The signs are installed at Gap Park and this project is complete.	Yes	12,600	12,600	0	Completed
5.3.2.42 Gap Park CCTV upgrades (01762)	In Progress	The upgrade of the CCTV cameras at Gap Park continue to be implemented along with some improvements to the workstations associated with the cameras. Further renewal of cameras and poles will be undertaken in FY24/25.	Yes	129,000	86,005	42,995	Rollover 42,995
5.3.2.43 Installation of Coastal Binoculars along Coastal Cliff Walk between Gap Park and Christison Park (01863)	In Progress	The installation of two sets of binoculars are complete at Jacobs Ladder viewing area and Christison Park along with accompanying signage. The 3rd location (which attempts to pick up the seal colony at the base of cliff) requires further investigation around the platform requirements, location, budget and feasibility.	Yes	57,250	54,921	2,329	Rollover 2,329
5.3.2.44 Landscape improvements to Robertson Park toilet area including retaining walls and garden beds (01870)	In Progress	The landscape improvements to Robertson Park toilet area are progressing with the retaining wall complete. Further landscaping of garden beds and installation of irrigation to continue in Q1 FY24/25, with funds for these works already committed.	Yes	53,000	52,832	168	Completed
5.3.2.45 Lyne Park Playground upgrade (01770)	In Progress	The construction of the Lyne Park Playground is progressing well. Stage 1 of the works is near completion with an anticipated date for opening of this Stage in mid August (Noting there is a delay on one major piece of play equipment however the surrounding playground can be opened). Stage 2 of the works which includes the intergenerational trail and activities is progressing well and it is anticipated that this will be opened in Q2 FY24/25.	Yes	2,002,190	1,190,911	811,279	Rollover 811,279

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.46 Dinghy storage facility at various sites including Parsley Bay Reserve (01865)	In Progress	Installation of additional dinghy racks at Rose Bay Park and Tingira Memorial Reserve are complete. The installation of the additional Gibsons Beach racks are delayed due to the requirement to undertake an Aboriginal Heritage Assessment. This was undertaken and installation will occur in Q1 FY24/25.	Yes	121,000	78,628	42,372	Rollover 42,372
5.3.2.47 Installation of further planter boxes and trees along New South Head Road, Rose Bay (01874)	In Progress	Two new advanced trees have been successfully planted in the Rose Bay Business Centre at 737 and 745 New South Head Road. Further planter boxes within this section of the business centre will be rolled out in FY24/25.	Yes	75,000	16,090	58,910	Rollover 58,910
PARKS, TREES & RECREATION TOTAL:				\$8,733,669	\$3,887,229	\$4,846,440	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Land & Building Services

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.							
Priority 5.1.2: Implement a prioritised program of capital improvements to community facilities.							
5.1.2.6 Rushcutters Bay Toilets - Install accessible toilet (01780)	Completed	Works complete.	Yes	55,010	55,010	0	Completed
5.1.2.7 Install new staff workshed - Woollahra Oval 2/3 (01837)	Tenders or Quotations Called	Only one quotation for works received. Staff are seeking additional quotations, with a view to works being undertaken in September 2024.	Yes	30,000	0	30,000	Revote 30,000
5.1.2.8 Trumper Park Grandstand & Amenities - Upgrade roof (01838)	Completed	Works complete. This project's remaining funds of \$53,016 are being revoted into 5.1.2.25 Trumper Park - Female Friendly Facility Upgrade (01797).	Yes	100,000	46,984	53,016	Revote 53,016
5.1.2.9 Colleagues - Upgrade for female friendly changerooms (01840)	In Progress	A contractor has been engaged and purchase order raised. Works are expected to be undertaken in Q1 FY24/25.	Yes	40,000	0	40,000	Rollover 40,000
5.1.2.25 Trumper Park - Female Friendly Facility Upgrade (01797)	In Progress	DA has been approved. Tenders are being evaluated, and works are anticipated to commence at end of September 2024.	Yes	387,000	52,030	334,970	Rollover 334,970
5.1.2.11 Cooper Park Workshed (old toilet block) - Refurbish redundant toilet block for staff/volunteers (01779)	Completed	Works complete, finalisation of outstanding invoices in Q1 FY24/25.	Yes	55,000	45,735	9,265	Rollover 2,000
5.1.2.12 Blackburn Gardens - Refurbishment of mens and womens toilets; Replacement of roof, gutters and down pipes; Improvements to pathway (00690)	Completed	Works complete, finalisation of outstanding invoices in Q1 FY24/25.	Yes	45,000	37,956	7,044	Rollover 5,000
5.1.2.4 Property management system (01629)	In Progress	Software installed and data uploaded. Commissioning of the system is currently underway Q1 FY24/25.	Yes	90,380	46,727	43,653	Rollover 43,653

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.1.2.14 Redleaf - Refurbishment works (01641)	Construction Commenced	Works scheduled for 17 July 2024, completion expected by end of July 2024.	Yes	28,752	18,248	10,504	Rollover 10,504
5.1.2.15 Redleaf - Replace air-conditioning chiller (01784)	In Progress	Chillers have been installed and are running. Main switch board being replaced on 20-21 July to complete the project.	Yes	404,000	368,888	35,112	Rollover 35,112
5.1.2.16 Redleaf - Upgrade air-conditioning management system (BMS) (01785)	In Progress	Contractor awaiting installation of main switch board on 20-21 July to complete the project.	Yes	157,450	82,333	75,117	Rollover 75,117
5.1.2.17 Redleaf Skylights (01796)	Completed	Works complete, finalisation of outstanding invoices in Q1 FY24/25.	Yes	23,444	21,626	1,818	Rollover 1,818
5.1.2.17 Fire Services Upgrade (General) (01844)	Completed	Works complete.	Yes	16,515	16,515	0	Completed
5.1.2.19 Redleaf - Replacement of Print Room air-conditioning unit (01845)	Completed	Works complete.	Yes	5,820	3,920	1,900	Completed
5.1.2.20 Redleaf - Lower ground floor carpet replacement(01846)	In Progress	A final decision on the layout of the office area is still the subject of investigation. The carpet installation will proceed once a plan has been finalised. Funds to be rolled over into FY24/25 capital budget.	Yes	100,000	5,544	94,456	Rollover 94,456
5.1.2.22 Redleaf - Upgrade elevator control mechanisms (01848)	Completed	Only one quote received which was over budget. It has been decided to include this work in the new maintenance contract for lift services currently being finalised.	No	1,000	1,000	0	Completed
5.1.2.23 Hugh Latimer - Replacement of air-conditioning units in Regulatory office (01859)	Completed	Works complete.	Yes	4,752	4,752	0	Completed
11.1.2.4 Redleaf - Audio visual upgrade (01564)	Completed	Complete.	No	28,352	28,461	-109	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.							
Priority 9.1.1 Encourage economic development in business and retail centres and implement Council's adopted Place Plans.							
9.1.1.1 Wilberforce Car Park, Rose Bay redevelopment (01276)	Tenders or Quotations Called	Tenders being evaluated. Funds to be rolled over into FY24/25 capital budget.	Yes	1,404,888	985,616	419,272	Rollover 419,272
9.1.1.6 Cross Street Car Park - Redevelopment (01275)	In Progress	A report was presented to Strategic & Corporate Committee in April 2024, confirming the withdrawal of the Consortium partner from the project. In accordance with Part D of the Council resolution, a consultant has been procured to undertake a Feasibility review of the project, which is expected to be reported back to Council in Q3 FY24/25.	Yes	653,775	176,249	477,526	Rollover 477,526
9.1.1.7 Cross Street Car park -Remedial works (01701)	Construction Commenced	Structural works to T-beams underway. Funds to be rolled over into FY24/25 capital budget.	Yes	100,000	7,276	92,724	Rollover 92,724
Strategy 11.2: Secure Council's financial position.							
Priority 11.2.3 Maximise return from Council's commercial premises.							
11.2.3.1 Woollahra Golf Club - Replace roof, gutters and downpipes (01685)	Completed	Works complete, finalisation of outstanding invoices in Q1 FY24/25.	Yes	54,999	50,590	4,409	Rollover 4,409
5.1.2.5 Lyne Park Tennis - Courts upgrade (01835)	Not Yet Commenced	To be reviewed in conjunction with the tender for management of the facility.	Yes	250,000	0	250,000	Revote 250,000
5.1.2.10 Cooper Park Garage - Replace windows (01834)	Completed	Works complete.	Yes	9,691	9,691	0	Completed
5.1.2.26 Parsley Bay Kiosk - Replace pergola/paving and install waterproof membrane on flat roof (01777)	In Progress	Scope of works has been included in Sydney Water Refresh Vaucluse tender. Works will be undertaken in conjunction with the amenities works upgrade. Timeline for the Sydney Water works has not yet been finalised.	Yes	52,000	4,800	47,200	Rollover 47,200
5.3.2.48 Kiaora Place - Various works (01530)	Completed	Works complete.	Yes	12,938	12,938	0	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.3.2.49 Kiaora Place - External façade rendering of Building 2 (01862)	Tenders or Quotations Called	Tenders being evaluated. Funds to be rolled over into FY24/25 capital budget	Yes	350,000	26,685	323,315	Rollover 323,315
LAND & BUILDING SERVICES TOTAL:				\$4,460,766	\$2,109,573	\$2,351,193	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Transport & Engineering

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.5: Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains and seawalls.							
Priority 5.5.2 Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.							
5.5.2.1 Plan and control the Environmental & Infrastructure Renewal Levy Program (00163)	Completed	Completed for FY23/24. Overspend on this project will be covered by savings on other projects.	Yes	120,995	173,265	-52,270	Completed
5.5.2.2 Design for Forward Program (01496)	In Progress	Majority of the design projects for FY23/24 are completed. Ramp design at Hargrave Street, corner of Cascade Street, Paddington is in progress and expected to be completed next financial year.	Yes	140,332	102,615	37,717	Rollover 37,717
5.5.2.3 Retaining Wall Improvement Works - Retaining walls and safety rails (01523)	Construction Commenced	Completed projects include: <ul style="list-style-type: none"> Kambala Road guard fence; Cranbrook Lane handrail; Carlisle Street handrail; and MacDonald Street handrail. Continuing works in progress include: <ul style="list-style-type: none"> Goomerah Road Reserve handrail and stairs installation; and Pringle Place guard fence and slope works. 	Yes	200,000	57,348	142,652	Rollover 142,652
5.5.2.4 Minor Capital Road Works - Minor road and footpath works (all wards) (01526)	Completed	This is an ongoing project that involves minor road work and/or footpath work improvements across the municipality. Works scheduled for FY23/24 have been completed. Overspend on this project will be covered by savings on other projects.	Yes	380,000	392,783	-12,783	Completed
5.5.2.6 Victoria Road between Rose Bay Avenue and New South Head Road, Bellevue Hill - Footpath widening, retaining wall movement and stormwater system extension (01736)	In Progress	Design is still being finalised before construction to commence in first half of FY24/25.	Yes	322,553	34,188	288,365	Rollover 288,365

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.7 Bellevue Road, Bellevue Hill, Authur Street to Streatfield Road - Road pavement resurfacing including stormwater system extension (01750)	Completed	Project is complete.	Yes	298,410	298,411	-1	Completed
5.5.2.8 Yamba Road, Bellevue Hill Road to Kulgoa Road - Road pavement resurfacing including stormwater system extension (01752)	Completed	Project is complete.	Yes	223,710	223,710	0	Completed
5.5.2.9 Bellevue Road Bellevue Hill, Kambala Road to Cooper Park Road - Road pavement resurfacing (01807)	Completed	Project is complete.	Yes	179,332	179,332	0	Completed
5.5.2.10 Vista Lane Bellevue Hill, Latimer Road to End - road repairs and kerb and gutter repair (01808)	Completed	Project is complete.	Yes	24,179	25,540	-1,361	Completed
5.5.2.11 Birriga Road Bellevue Hill, O'Sullivan Road to Bundara Road - Road pavement resurfacing and footpath repairs (01809)	Completed	Project is complete. Savings on this project will be used for over-expenditure on other projects.	Yes	355,000	304,191	50,809	Completed
5.5.2.12 Beresford Road Bellevue Hill, Salisbury Road to Balfour Lane - Road pavement resurfacing including kerb and gutter and footpath repair (01825)	Completed	Project is complete. This project's remaining funds of \$44,998 are being revoted into 5.5.2.3 Retaining Wall Improvement Works - Retaining walls and safety rails (01523).	Yes	230,000	185,002	44,998	Revote 44,998

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.13 6 Pringle Place - Stabilisation of a Council owned rock face as detailed in GHD geotechnical risk report (01664)	In Progress	Staged construction works are still ongoing in Q4-Q1, with works expected to carry over to completion in Q2 FY24/25. These works are in conjunction with the Pringle Place rock face stabilisation works (#01663)	Yes	331,418	233,449	97,969	Rollover 97,969
5.5.2.14 Edward Street Woollahra, Bathurst Street to Suttie Road - Footpath reconstruction and kerb and gutter repairs (01810)	Completed	Project is complete.	Yes	93,331	93,331	0	Completed
5.5.2.15 Jersey Road Woollahra, Trelawney Street to 113 Jersey Road - Road pavement resurfacing and footpath repair (01811)	Completed	Project is complete. This project's remaining funds of \$1,819 are being revoted into 5.5.2.3 Retaining Wall Improvement Works - Retaining walls and safety rails (01523).	Yes	171,244	169,425	1,819	Revote 1,819
5.5.2.16 Edgecliff Road Woollahra, Adelaide Street to Magney Lan - Road reconstruction (01812)	Completed	Works complete. Savings on this project will be used for over-expenditure on other projects.	Yes	500,000	413,533	86,468	Completed
5.5.2.17 Bowden Street Woollahra, Dorhauer Lane to End and Bowden In - Road pavement resurfacing and footpath repair (01813)	In Progress	Design works are still underway, including consultation with local residents. Construction works in FY24/25.	Yes	240,000	15,197	224,803	Rollover 224,803
5.5.2.18 Fern Place Woollahra, Icasia Lane to End - Road pavement resurfacing and footpath repair (01814)	Completed	Works complete. Over-expenditure on this project will be covered by savings on other projects.	Yes	105,000	114,424	-9,424	Completed
5.5.2.19 Ocean St, Forth Street to Wellington Street - Road pavement resurfacing (01827)	Completed	Works complete. Savings on this project will be used for over-expenditure on other projects.	Yes	125,000	70,466	54,534	Rollover 54,534

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.20 Double Bay Commercial Centre - Double Bay Lanterns (01481)	In Progress	Council has reached an agreement with Ausgrid to replace existing damaged decorative lights and maintain these at their cost. Ausgrid have advised that there is a delay in obtaining stock and installation is expected to commence in August 2024.	Yes	9,685	208	9,477	Rollover 9,477
5.5.2.21 Kiaora Road, Double Bay, Forest Road and Carlotta Road - Road pavement reconstruction including stormwater system extension (01754)	In Progress	Sydney Water works on project #01662 delayed the progression of these works. The Sydney Water works were completed early July FY24/25 and remaining construction works on #01662 and are anticipated for completion in Q1 FY24/25 before the remainder of this project (#01754) is undertaken.	Yes	349,580	169,739	179,841	Rollover 179,841
5.5.2.22 Murray Rose - Public bath/Swimming Enclosure (01826)	In Progress	Construction has been delayed on this project, whilst internal discussions regarding Heritage components and material for the deck is reviewed. It is anticipated that the project will proceed in the second half of FY24/25 (after summer).	Yes	600,000	9,142	590,858	Rollover 590,858
5.5.2.23 Wunulla Road, Point Piper, opposite No.14A Wunulla Road (01829)	Completed	Project is complete.	Yes	48,126	48,106	20	Completed
5.5.2.24 George Street, Paddington between Underwood Street and Oxford Street - Kerb and gutter, road pavement, footpath and stormwater system upgrade works (01512)	Completed	Project is complete.	Yes	297,163	297,163	0	Completed
5.5.2.25 Hampden Street, Royston Lane to Royston Road, Paddington – Road pavement and footpath renewal works (01513)	Completed	Works complete, undertaken as part of Project #01490 (Energy Conservation & Carbon Reduction Projects).	Yes	879,711	879,711	0	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.26 Sutherland Avenue, Paddington between Royston Street and Cecil Street - Road pavement re-sheeting (01604)	Completed	Project is complete. Savings on this project will be used for over-expenditure on other projects.	Yes	30,780	3,786	26,994	Rollover 26,994
5.5.2.27 Mahoney Lane, Edgecliff, New South Head Road to Glenmore Road - Road pavement re-sheeting including kerb and gutter, dish drain, footpath and stormwater pit reconstruction (01723)	Completed	Works complete. Over-expenditure on this project will be covered by savings on other projects.	Yes	358,672	381,092	-22,420	Completed
5.5.2.29 Lane way between Broughton Street and Norfolk Street Paddington - Road pavement resurfacing (01815)	Completed	Project is complete.	Yes	20,000	21,170	-1,170	Completed
5.5.2.30 Elizabeth Street Paddington, Sutherland Street to Windsor La - Road pavement resurfacing and footpath repairs (01816)	Completed	Project is complete. Over-expenditure on this project will be covered by savings on other projects.	Yes	300,000	328,102	-28,102	Completed
5.5.2.31 Rose Bay Promenade Seawall – Conservation/Rehabilitation (01525)	In Progress	Council staff have obtained approval from NSW Heritage to undertake works to the seawall. An on-going program of works will be scheduled to undertake the works in stages. Scheduled works for Q4 were completed. The project will continue to rollover for ongoing works in FY24/25.	Yes	307,873	173,512	134,361	Rollover 134,361
5.5.2.33 Wharf Road Vaucluse, Hopetoun Avenue to End - Road pavement including kerb and gutter repairs as needed (01725)	Completed	Project is complete.	Yes	64,920	64,920	0	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.36 Burrabirra Avenue, Vaucluse, Fitzwilliam Road to Olola Avenue - Road pavement resurfacing including stormwater system upgrade, kerb and gutter and footpath repair (01732)	In Progress	This project is in design phase and includes major design work. A report to traffic committee in May 2024 was deferred for further site meetings with residents, and was considered in July, and will be referred to Council's FCS Committee in August 2024. Subject to approval, it is anticipated construction will commence in Q1 FY24/25.	Yes	594,151	64,646	529,505	Rollover 529,505
5.5.2.34 Olola Avenue, Vaucluse, Bombillee Avenue to Petrarch Avenue - Road pavement resurfacing including kerb and gutter and footpath repair (01729) and Olola Avenue, Vaucluse, 13 - 29 Olola Avenue - Road pavement resurfacing including kerb and gutter and footpath repair (01731)	In Progress	This project involves considerable survey and design work covering over a kilometre roadway with sections of footpath and kerb and gutter. Design phase is complete and procurement will be undertaken in the new financial year. Construction will commence following on from Burrabirra Avenue project works #01732. This project will be delivered in conjunction with project #01729.	Yes	In Progress	681,509	33,068	Rollover 648,441
5.5.2.37 Rawson Road to New South Head Road, Rose Bay - Stairway reconstruction (01733)	Completed	Project is complete.	Yes	157,115	157,115	0	Completed
5.5.2.38 Bayview Hill Road, Rose Bay - Road pavement and guardrail reconstruction (01734)	Completed	Works complete. This project's remaining funds of \$9,142 are being revoted into 5.5.2.3 Retaining Wall Improvement Works - Retaining walls and safety rails (01523).	Yes	316,681	307,539	9,142	Revote 9,142
5.5.2.39 Parsley Bay - Jetty rehabilitation works (01738) and swimming net replacement and associated works (01793)	In Progress	The scope of works for this project has been modified to incorporate heritage advice which is incorporated into the design. The scope includes restoration works to the existing jetty and a further investigation on the condition of the piles to the jetty was completed in May 2024. Restoration works will be undertaken in the new financial year, subject to contractor availability.	Yes	108,770	9,503	99,267	Rollover 99,267
5.5.2.40 Parsley Bay - Swimming net replacement and associated works (01793)	Completed	Project is complete. Over-expenditure on this project will be covered by savings on other projects.	Yes	323,151	345,907	-22,756	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.41 Richmond Road, Rose Bay, Norwich Road to Newcastle Street - Road pavement resurfacing including kerb and gutter and footpath repair (01817)	Completed	Works complete. This project's remaining funds of \$5,226 are being revoted into 5.5.2.3 Retaining Wall Improvement Works - Retaining walls and safety rails (01523).	Yes	250,000	244,774	5,226	Revote 5,226
5.5.2.42 Collins Avenue , Rose Bay Caledonian Road to End - Road pavement resurfacing including kerb and gutter and stormwater improvements (01818)	Tenders or Quotations Called	Procurement for these works is underway. Construction is anticipated for Q2 FY24/25.	Yes	280,000	11,001	268,999	Rollover 268,999
5.5.2.43 Chamberlain Avenue , Vaucluse Fernleigh Avenue to Dudley Road - Road pavement resurfacing including kerb and gutter and footpath repair (01819)	Completed	Project is complete.	Yes	134,531	134,531	0	Completed
5.5.2.44 Dover Road Rose Bay, Old South Head Road to Spencer Lane - Road pavement resurfacing and footpath repair (01820)	Construction Commenced	Construction has commenced with the inclusion of stormwater pits in Short Lane, with some additional pits to be considered as the construction proceeds in Dover Road between Short Lane and Spencer Lane. Works expected to be completed in first half of FY24/25.	Yes	360,000	9,722	350,278	Rollover 350,278
5.5.2.45 Caledonian Road Rose Bay, New South Head Road to End - Footpath reconstruction and road pavement resurfacing (01821)	In Progress	Community consultation is scheduled for Q1 FY24/25 and the project will rollover. These works will be done in conjunction with the Caledonian Road Stormwater Outfall Upgrade Project (01661) and will be constructed in FY24/25.	Yes	700,000	5,718	694,282	Rollover 694,282
5.5.2.46 Cove Street Watson Bay, Pacific Street to Victoria Street - Road pavement resurfacing including kerb and gutter and footpath repair (01822)	Completed	Project is complete.	Yes	152,168	152,167	1	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.5.2.47 Victoria Street, Watson Bay, Pacific Street to Cliff Street - Road pavement resurfacing including kerb and gutter and footpath repair (01823)	Completed	Project is complete.	Yes	76,183	76,183	0	Completed
5.5.2.48 Tivoli Avenue Rose Bay, New South Head Road to End - Road pavement resurfacing including kerb and gutter repair (01824)	Completed	Works completed	Yes	255,000	260,040	-5,040	Completed
5.5.2.49 Hopetoun Avenue, Vaucluse, near No.10-12 Hopetoun Avenue (01828)	In Progress	Construction commenced on this site in May 2024, with works expected to be completed in Q1 FY24/25. Additional funds from Retaining Wall Improvement Works (#01523) will be allocated for retaining wall works in the project to make up a small shortfall.	Yes	150,000	17,942	132,058	Rollover 132,058
5.5.2.50 Gilliver Avenue, Vaucluse, from No.4 Gilliver Avenue to Fish (01830)	Completed	Project is complete.	Yes	45,421	45,421	0	Completed
5.5.2.51 Reconophelt - Accelerated program of road re-sheeting (01646)	Completed	Works completed for FY2023/24. The scope of works for next financial year's program is in planning phase.	Yes	274,790	205,635	69,155	Rollover 69,155
5.5.2.52 James and Moncur St, Woollahra – Ausgrid Restoration Works (01883)	Completed	Works have been completed. This project is fully funded by Ausgrid and was related to restoring the road and footpath after Ausgrid electrical upgrade works'. Funds will be allocated when received from Ausgrid.	Yes	0	87,360	-87,360	Completed

Strategy 6.3: Reduce traffic congestion, noise and speeding.

Priority 6.3.1: Maintain public parking infrastructure, manage parking across the municipality and reduce vehicle speed and traffic congestion through the introduction of traffic management facilities.

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
6.3.1.2 Woollahra Cycleways Project - Design - Priority 1 Project to be identified in Active Transport Plan (01660)	Design / Scope of Works	The Woollahra Active Transport Plan was adopted by Council on 15 November 2023. This design project will form part of the listed priority projects identified in the Active Transport Plan. Internal investigations for the design commenced in Q4 of FY2023/24.	Yes	97,550	0	97,550	Revote 97,550
6.3.1.4 Bike Parking Facilities - Upgrade across the LGA (01716)	In Progress	This project includes the implementation of bicycle facilities such as bike parking and storage, pumping station and other equipment that would improve cycling use across Municipality. A plan to install various parking facilities at a number of locations is being developed. The plan will consider and prioritise recently constructed cycleways. Bike parking hoops are planned for Lyne Park in conjunction with the new playground, which is due to open in August 2024, and will be installed in Q1 FY24/25.	Yes	30,000	0	30,000	Revote 30,000
6.3.1.5 Minor Capital Traffic Works - Urgent traffic capital works projects (01718)	Preliminary Investigation	This budget is to cater for traffic facility improvements required in FY23/24 and will rollover to FY24/25 for further projects.	Yes	100,000	62,718	37,282	Rollover 37,282
6.3.1.6 O'Sullivan Road Cycleway - Separated cycleway Design (01574)	Design / Scope of Works	The design phase is well underway. An on-site walk-through on the design for O'Sullivan Road Upgrades was held on 30 January 2024 with Council staff and Councillors to discuss the proposed key design features. Following this session, it was agreed that further design considerations should be undertaken and therefore additional survey and design work, and the development of an REF, is currently being finalised with public consultation in FY24/25.	Yes	132,607	80,003	52,604	Rollover 52,604
6.3.1.1 Federal Stimulus Road Safety Program School Zones (01653)	Completed	Project is complete.	Yes	0	559	-559	Completed
6.3.1.7 Victoria Road, Bellevue Hill - Bicycle route safety treatments (01717) and (01653)	Completed	Works complete.	Yes	8,272	9,254	-982	Completed
6.3.1.8 Victoria Road at Bundara Street, Bellevue Hill - Intersection improvements (01794)	In Progress	The civil works are practically complete, with landscaping and the installation of handrail still outstanding, to be completed in Q1 FY24/25.	Yes	171,328	118,251	53,077	Rollover 53,077

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
6.3.1.9 Victoria Rd, Bundara to Rivers, Bellevue Hill - Cyclist Safety & Raised Threshold - Blackspot Grant Funding (01800)	Completed	Works complete.	Yes	95,840	95,841	-1	Completed
6.3.1.10 New South Head Road, William Street - Norwich Road shared path (01304)	Completed	Works complete	Yes	186,174	185,347	827	Completed
6.3.1.11 Edgecliff Rd & Grosvenor St, Woollahra - Upgrade Control Signals – Blackspot Grant Funding (01799)	Completed	Funding was obtained through Blackspot Funding (TfNSW) for this project. The project includes the installation of a pedestrian-only phase (scramble) at the traffic signals at Edgecliff Road and Grosvenor Street, Woollahra. In November 2023, TfNSW advised Council Engineers that works to the control signals at this intersection were undertaken by State Government. The funding for this project has been withdrawn, noting that the project is complete.	Yes	150,000	0	150,000	Completed
6.3.1.13 O'Sullivan Road, Rose Bay - Threshold & Pedestrian Crossing (01798)	Completed	Project is complete.	Yes	5,062	5,136	-74	Completed
6.3.1.14 Wilberforce Avenue, Rose Bay, at Newcastle Street - Raised Pedestrian Crossing (01861)	Deferred	Noting the progress of the Wilberforce Car Park Redevelopment project, this project will be deferred until completion of the carpark.	Yes	180,000	0	180,000	Deferred
Strategy 9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.							
Priority 9.1.1 Encourage economic development in business and retail centres and implement Council's adopted Place Plans.							
9.1.1.2 Plumer Road, Rose Bay - Streetscape upgrade (01404)	Completed	Project is complete.	Yes	28,046	27,937	109	Completed

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
9.1.1.4 Bay Street Double Bay Pedestrian Plaza & Active Transport Link- Open Space Legacy Grant (formerly Knox Street Double Bay Pedestrianisation) (01649)	Completed	Project is practically completed however invoices for Artwork still to be paid - \$120k	Yes	3,659,679	3,538,238	121,441	Rollover 121,441
9.1.1.5 Marine Parade, Watsons Bay - Shared zone and streetscape upgrade (01719)	In Progress	The Woollahra Active Transport Plan was adopted by Council on 15 November 2023. This design project will form part of the listed priority projects identified in the Active Transport Plan. Internal investigations for the design commenced in Q4 of FY2023/24.	Yes	100,000	0	100,000	Revote 100,000
TRANSPORT & ENGINEERING TOTAL:				\$17,111,042	\$11,754,412	\$5,356,630	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Corporate Services

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.							
Priority 11.1.2: Transform Council's business, by optimising the use of technology to support effective business processes and customer journeys.							
11.1.2.1 Replace shared laptop fleet with fit for purpose devices (01577)	Works Delayed	Procurement delayed due to priority IT Projects. The fleet of shared laptops will be procured with the general laptop fleet refresh in first half of FY24-25.	No	51,000	0	51,000	Revote \$51,000
11.1.2.2 Replace large Flatbed Scanner (01714)	Completed	Complete.	No	11,843	11,843	0	Completed
11.1.2.3 Replace spare network switch for redundancy (01715)	Completed	Complete.	No	2,500	2,500	0	Completed
11.1.2.4 Replacing End of Life staff mobile phone fleet (04582)	Completed	A replacement mobile phone fleet was procured through an RFQ. The devices were delivered in May 2024 and rolled out to staff throughout June 2024. Despite the outstanding invoice that is yet to be issued by the vendor, all works have been completed and all hardware has been received.	Yes	30,657	18,190	12,467	Rollover \$2,688
CORPORATE SERVICES TOTAL:				\$96,000	\$32,532	\$63,498	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Community Services, Culture & Arts

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.							
Priority 5.1.2: Implement a prioritised program of capital improvements to community facilities.							
5.1.2.28 Disability Inclusion upgrades to Council buildings (01788) and (01630)	In Progress	Disability works to replace the deteriorated crushed granite ramp/path at Sir David Martin Reserve Cottage are to be undertaken at the same time as planned stormwater upgrade works in Q1 FY24/25 (#01856) to minimise disruption.	Yes	70,740	211	70,529	Rollover 70,529
5.1.2.29 Rose Bay Cottage - Install new air-conditioning (01852)	Completed	Works complete.	Yes	7,120	7,120	0	Completed
5.1.2.48 Tea Garden Kitchen Exhaust Replacement (01882)	Completed	Works complete.	Yes	19,097	19,097	0	Completed
5.1.2.30 Cooper Park Community Hall - Internal and external upgrades (01633)	In Progress	Primary project works are completed. Awaiting installation of projector screen and operation & maintenance manuals.	Yes	94,477	22,190	72,287	Rollover 72,287
5.1.2.33 Hugh Latimer Centre - External Windows refurbishment (01849)	Completed	Works complete.	Yes	20,150	20,150	0	Completed
5.1.2.34 Hugh Latimer Centre - Roofing & Guttering replacement (01850)	Completed	Works complete.	Yes	58,609	58,609	0	Completed
5.1.2.35 Kindergarten - Extend Staff Room into Kitchen; Install new toilet; Extend verandah roof over stairs; Refurbish kitchen (01851)	In Progress	Works scheduled for July school holidays and completed by end of the month.	Yes	60,000	31,670	28,330	Rollover 28,330

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
5.1.2.36 McKell Park (Cannonbury Cottage) - Lighting upgrade (01853)	Completed	Works complete.	Yes	8,680	8,680	0	Completed
5.1.2.37 Sir David Martin Reserve - Cottage - Replace stormwater pipe (01856)	Tenders or Quotations Called	The stormwater upgrade is to remove or introduce stormwater lines to the absorption pits located at the gate. Designs finalised. Quotations to be invited in August 2024 and planned disability inclusion works will be completed at the same time (#01788) to minimise disruption.	Yes	30,000	2,230	27,770	Rollover 27,770
5.1.2.38 Sir David Martin Reserve - Drill Hall & Sail Loft - Replace roof sheeting, gutters and downpipes (01857)	Completed	Works complete.	Yes	70,000	69,450	550	Completed
5.1.2.39 Sir David Martin Reserve - Drill Hall & Sail Loft - Replace Hot Water Systems (01858)	Completed	Works complete, undertaken as part of Project #01490 (Energy Conservation & Carbon Reduction Projects).	Yes	10,000	0	10,000	Completed
5.1.2.41 E J Ward Centre - External brick repairs and replacement of timber staircase (01786)	Construction Commenced	Works underway and due to be completed by 21 July 2024.	Yes	47,165	39,185	7,980	Rollover 7,980
5.1.2.43 Vaucluse Bowling Club – Refurbishment and upgrade works to improve physical access and install new kitchen equipment & furniture (01711)	Completed	Works completed Additional funding of \$200k to be received from Area Health once lease is executed which will cover the overspend.	Yes	2,630,414	2,724,131	-93,717	Completed
COMMUNITY SERVICES, CULTURE & ARTS TOTAL:				\$3,126,452	\$3,002,724	\$123,728	

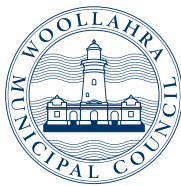
* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Library Services

Actions	Current Status	Progress Comments	Comment Updated	Budget (\$)*	YTD Expenditure (\$)	Budget Remaining (\$)	Rollover/ Revote/ Complete
Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.							
Priority 5.1.2: Implement a prioritised program of capital improvements to community facilities.							
5.1.2.44 Woollahra Library - Youth Space Upgrade (01802)	Completed	Works complete.	Yes	23,636	23,636	0	Completed
5.1.2.46 Computer room A/C replacement @ Woollahra Library (01878)	Completed	Works complete.	Yes	22,727	22,727	0	Completed
LIBRARY SERVICES TOTAL:				\$46,363	\$43,363	\$0	
GRAND TOTAL CAPITAL WORKS:				\$37,060,120	\$22,982,745	\$14,077,375	

* The budget figure includes the current year's original budget plus revotes and rollovers from previous year and any adopted quarterly variations.

Woollahra
Municipal
Council



536 New South Head Road,
Double Bay NSW 2028
woollahra.nsw.gov.au
T: 02 9391 7000
E: records@woollahra.nsw.gov.au



2023-24 Operating and Operating Capital Budgets Rollovers & Revotes						
Description	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	2023-24 Revote \$	Comments
GENERAL MANAGER & EXECUTIVE						
Design and Investigation Studies	250,000	9,487	240,513	196,500	0	Projects in progress. \$116,500 for swimmable harbour feasibility study and \$80,000 for a third party review of the salary system.
COMMUNITY & CUSTOMER EXPERIENCE						
Library Services:						
Local Priority Grant 23/24 Library Outdoor Spaces Upgrade	57,625	0	57,625	57,625	0	Project in progress - grant funded.
SRV - AV Upgrade Paddington	97,904	65,617	32,287	11,136	21,151	Project in progress. \$21,151 to be revoted into AV upgrade Watsons Bay.
SRV - AV Upgrade Watsons Bay	29,078	0	29,078	29,078	0	Project in progress.
SRV - Watsons Bay CCTV & Secure Access	28,676	0	28,676	28,676	0	Project in progress.
Customer Experience:						
Material: Goods & Services - Power BI	35,000	22,023	12,977	10,000	0	Project in progress.
CORPORATE PERFORMANCE						
Information Systems:						
SRV - BI Development	38,000	0	38,000	38,000	0	Project in progress.
Microsoft 365	403,575	203,286	200,289	59,000	0	Project in progress.

2023-24 Operating and Operating Capital Budgets Rollovers & Revotes						
Description	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	2023-24 Revote \$	Comments
Meeting & Business Paper System	83,000	50,286	32,714	32,714	0	Project in progress.
INFRASTRUCTURE & SUSTAINABILITY						
Engineering:						
Ausgrid Accelerated LED Rollout	115,567	76,373	39,194	39,194	0	Project in progress.
Open Space & Trees:						
SRV - Fig Tree Maintenance	400,000	224,443	175,557	175,557	0	Project in progress.
Tree Removals & Stump Grinding	285,000	265,839	19,161	19,161	0	Project in progress.
SRV - Parks & Recreation Planner + Funding Open Space	30,000	25,192	4,808	4,808	0	Project in progress.
Parks & Streetscapes Plans of Management	30,000	20,695	9,306	9,305	0	Project in progress.
Park & Street Tree Planting (LGA wide)	150,000	140,619	9,381	9,381	0	Project in progress.
Sunshine Wattle Population Protection	19,714	11,235	8,479	8,479	0	Project in progress - grant funded.
Property and Projects Management:						
Open Space Property Review – Feasibility Studies	85,000	0	85,000	85,000	0	Project in progress.
Lifecycle Maintenance - Sir David Martin Reserve Drill Hall	19,712	0	19,712	0	19,712	Project not yet started, but required.
Holdsworth Street Community Centre – Feasibility Studies	130,000	1,300	128,700	128,700	0	Project in progress.

2023-24 Operating and Operating Capital Budgets Rollovers & Revotes						
Description	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	2023-24 Revote \$	Comments
Lifecycle Maintenance - Council Chambers	50,000	34,080	15,920	11,000	0	Project in progress.
Civil Operations:						
Plant Replacement	6,872,118	3,497,078	3,375,040	1,308,096	1,540,000	Plant to be replaced.
Material: Goods & Services - Electric Vehicle feasibility study	20,000	10,864	9,136	7,290	0	Project in progress.
Environment & Sustainability:						
Biodiversity Projects	65,136	14,310	50,826	14,980	0	Project in progress.
Feasibility Study - Energy Conservation & Carbon Reduction	70,000	68,375	1,625	1,625	0	Project in progress.
Biodiversity Monitoring from 2023/24 FY	45,000	0	45,000	45,000	0	Project in progress.
PLANNING & PLACE						
Strategic Planning & Place:						
SRV - Protecting Our Heritage: Inter-War Flat Buildings	162,500	78,978	83,522	83,521	0	Project in progress.
SRV – Protecting Our Heritage: Arts and Crafts	162,500	4,910	157,590	157,589	0	Project in progress.
SRV – Protecting Our Heritage: Significant Architects/	162,500	65,291	97,209	97,208	0	Project in progress.
SRV – Protecting Our Heritage: Modern Study	162,500	96,707	65,793	65,792	0	Project in progress.
Double Bay Commercial Centre Review	114,427	93,592	20,835	20,835	0	Project in progress.

2023-24 Operating and Operating Capital Budgets Rollovers & Revotes						
Description	2023-24 Budget \$	2023-24 Actual \$	2023-24 Budget Remaining \$	2023-24 Rollovers \$	2023-24 Revote \$	Comments
Affordable Housing Scheme	100,000	63,860	36,140	36,140	0	Project in progress.
General Consultants - heritage projects	130,000	81,000	49,000	49,000	0	Project in progress.
Edgecliff Heritage Study	26,125	20,301	5,824	5,824	0	Project in progress.
Aboriginal Heritage Study/Implementation	20,000	431	19,569	0	19,569	Project not yet started.
Townscaping initiatives in Peaker Lane, Woollahra	30,000	0	30,000	0	30,000	Project not yet started, project is a Council resolution.
Paddington Public Domain Strategy	160,000	118,741	41,259	41,259	0	Project in progress.
Operating	3,612,881	1,802,219	1,810,662	1,510,487	69,281	
Operating Capital	7,027,776	3,562,695	3,465,081	1,376,986	1,561,151	
Total Operating & Operating Capital	10,640,657	5,364,914	5,275,743	2,887,473	1,630,432	

Item No: R8 Recommendation to Council
Subject: **DELIVERY PROGRAM 2022/23 TO 2025/26 AND OPERATIONAL PLAN 2023/24 PROGRESS REPORT JUNE 2024**
Author: Petrina Duffy, Coordinator Strategy & Performance
Approvers: Sue Meekin, Director Corporate Performance
Scott Pedder, Director Planning & Place
Patricia Occelli, Director Community & Customer Experience
Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/133354
Purpose of the Report: To review the status of the Priorities and Actions in Council's Delivery Program 2022/23 – 2025/26 and Operational Plan 2023/24 for the six months ending 30 June 2024.
Alignment to Delivery Program: Strategy 11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.

Recommendation:

THAT the June 2024 Progress Report on Council's Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24 be received and noted.

Executive Summary:

Council adopted its Operational Plan 2023/24 on 26 June 2023 and a revised Delivery Program 2022/23 to 2025/26 on 28 November 2022 in accordance with the Integrated Planning and Reporting (IPR) Legislation for NSW Local Government. The Delivery Program (DP) and Operational Plan (OP) are two of the strategic planning documents that comprise Council's IPR Framework.

It is a requirement under the IPR Legislation that Council report on the progress of its Delivery Program at least every six months. This progress report is for the six month period January 2024 to June 2024.

Discussion:

The progress report is attached as **Attachment 1**.

The framework for the progress report is presented by Key Service Areas:

- Environment & Climate Change
- Waste & Cleansing
- Parks, Trees & Recreation
- Land & Building Services
- Transport & Engineering
- Development Assessment
- Strategic Planning, Heritage Conservation & Place
- Compliance
- Governance
- Corporate Services
- Community Services, Culture & Arts
- Library Services
- Customer Experience & Engagement
- Woollahra Preschool.

The full progress report is being presented to both the Finance, Community & Services and the Environmental Planning Committees. The progress report is being tabled as an 'R' item i.e. a Recommendation to Council, with the same Recommendation being tabled at each of the above-mentioned Committees as follows:

THAT the June 2024 Progress Report on Council's Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24 be received and noted.

Once approved by Council the final document will then be uploaded to Council's website as a record of Council's achievements for the period January – June 2024.

Options:

This report is for noting only.

Community Engagement and / or Internal Consultation:

This report has been compiled using information provided by Directors and Managers in relation to their area of budget responsibility. Once approved by Council the final document will be uploaded to Council's website as a record of Council's achievements for the period January to June 2024.

Policy Implications:

There are no direct policy implications arising from this report.

Financial Implications:

There are no direct financial implications arising from this report.

Resourcing Implications:

Resourcing implications are outlined within the report.

Conclusion:

This report draws together progress comments from the respective Council officers on the June 2024 progress of Council's Delivery Program 2022/23 to 2025/26 and Operational Plan 2023/24. It is presented to inform the Committee and community of Council's progress in implementing the actions in its Delivery Program and Operational Plan.

Attachments

1. Delivery Program 2022/23 - 2025/26 and Operational Plan 2023/24 - Progress Report June 2024 [!\[\]\(74b79100900fb9c2d2bf26a3e7e89183_img.jpg\) !\[\]\(0d80902132933aad4b83a1deb6a11266_img.jpg\)](#)



DELIVERY PROGRAM & OPERATIONAL PLAN PROGRESS REPORT

January - June 2024

Acknowledgement of Country

Woollahra Council acknowledges the Gadigal and Birrabirragal people who are the Traditional Custodians of this land and we pay our respects to Elders past, present and emerging.



Contents

Executive Summary	4
Notices of Motion	6
New - received January- June 2024	6
Actioned via the Operational Plan 2023/24	8
Completed / In Progress / Not Yet Commenced	9
January - June 2023/24 Highlights by Focus Area	16
Environmental	16
Economic	17
Civic Leadership	18
Social	19
January - June 2023/24 Progress by Service Area	20
Environment & Climate Change	20
Waste & Cleansing	27
Parks, Trees & Recreation	32
Land & Building Services	37
Transport & Engineering	39
Development Assessment	42
Strategic Planning, Heritage Conservation & Place	46
Compliance	60
Governance	62
Corporate Services	65
Community Services, Culture & Arts	68
Library Services	76
Customer Experience & Engagement	80
Woollahra Preschool	85



Cooper Park Community Garden open day



Unveiling of the portrait of Brenda (Dutchie) Backhouse, first female Mayor of Woollahra, by artist Sally Ryan (pictured)

Cover image: An outdoor StoryTime at Lyne Park, Rose Bay

Executive Summary



Welcome to the progress report for Council's Delivery Program 2022 - 2023 to 2025-2026 and Operational Plan 2023-2024, for the reporting period January – June 2024. As this is the

final report on the Operational Plan for 2023-2024, it is important that I share some highlights from this period.

At the 2024 Local Government Professionals Excellence Awards held in June 2024, Council were finalists across four projects categories as follows:

- Rose Bay Centre Connectivity Program
- Boosting Employee Wellbeing through an Early Intervention Program
- Our first Strategy for Improving the Customer Experience
- Charging the East- The Eastern Suburbs Electric Vehicle Charging Project (with our colleagues at Waverley & Randwick Councils).

Council were the winners in the category of People, Workplace & Wellbeing (for Councils with a population under 150,000) with our Boosting Employee Wellbeing through an Early Intervention Program. Our Early Intervention Program proactively addresses workplace injuries, ensuring the wellbeing of all staff, whilst minimising the impact of injuries on the organisation.

Council were also winners of the Special Project Initiative for populations over 150,000, in conjunction with our neighbouring Councils of Waverley and Randwick, for

our Charging the East - The Eastern Suburbs Elective Vehicle Charging project. Since 2019, this 3-Council team have spearheaded the ground-breaking initiative of designing and installing a network of public charging stations across the eastern suburbs. The project marked Sydney's first on-street public charging stations, representing the largest local government-backed on-street charging infrastructure in NSW.

Whilst winning awards is fantastic and much-welcomed recognition for the work the Council team does, none of this means anything unless we are able to continue to deliver for our community. In line with delivering for you, here are some other highlights from the last six months:

- Installation of 2 sets of binoculars the Jacobs Ladder viewing area and Christison Park, along with accompanying signage
- More than 70 volunteers assisted in litter collection at Rose Bay Beach as part of Clean Up Australia in March 2024
- A Seed Library was launched at the Watsons Bay Library
- Completion of the renovation of the Vaucluse Bowling Club
- Continued to clean and maintain our LGA-wide business centres every day
- 5,299 tonnes of general waste was collected during the reporting period and 2,643 tonnes of recycling was also collected
- The much anticipated upgrade of the Lyne Park, Rose Bay playground continued, with an opening due in August 2024
- The upgrade to Bay Street, Double Bay was completed, with the upgrade providing a vastly improved and inviting entrance into the heart of Double Bay

- There were 448 Development Applications and modification applications lodged with Council during the reporting period
- Adoption by Council of the Edgecliff Commercial Centre Strategy
- A Data Breach Policy & Response Plan was adopted by the General Manager and implemented across the organisation
- Council's Workforce Management Strategy was reviewed, updated and endorsed by Council
- A Youth Week event was held in May 2024
- A total of 25 exhibitions were held at the Woollahra Gallery at Redleaf
- There were 312,034 loans recorded across our Libraries for the reporting period.

As you can see from the above snapshot, there has been much achieved over this past six months, with much more still to come.

As this is the last report on our 2023-2024 Operational Plan, it also signifies the last report for the current term of Council. The current Woollahra Councillors were elected in December 2021 and their term will end in mid-September, with the local government elections taking place on Saturday 14 September 2024.

I want to take this opportunity to thank all the Councillors for their incredible efforts over this term of Council. From moving on from the impacts of the COVID-19 pandemic, to making some tough financial decisions to ensure the ongoing financial sustainability of Council; from adopting the Urban Forest Strategy through to adopting the Double Bay and Edgecliff Strategies, this Council has made a range of major decisions that will positively

impact on the lives of Woollahra residents, businesses and visitors for many years to come.

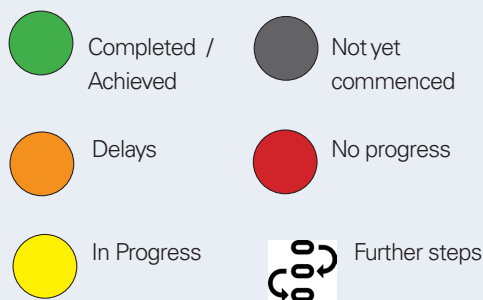
Dedicating yourself to delivering for your community as an elected Councillor is without doubt, one of the toughest jobs around and we are very fortunate as a local government area, to have had such a dedicated group of Councillors working for us every day. We thank you for all you have done and we wish you all well for the future.

Having said all of that, there is still plenty to do and to deliver and we look forward to continuing to do that throughout 2024-2025.

Craig Swift-McNair,
General Manager

Understanding this report

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









Notices of Motion


A Notice of Motion (NOM) is a request for action adopted by Council during the financial year. Councillors can raise a NOM at formal Council meetings. NOMs are not resourced in the adopted Operational Plan and related Budget at the commencement of the financial year and therefore resources with which to undertake the actions from a NOM, will normally form part of the consideration by Council prior to adopting a NOM. Where resourcing is required to deliver a NOM action/s, this may lead to delayed delivery of already adopted Operational Plan actions. Council staff will keep Councillors informed of any potential delivery impacts to existing Operational Plan action as a result of a NOM or NOMs being adopted by Council.

In the following pages, NOMs are reported in three ways: New – being those NOMs received between January – June 2024; NOMs being actioned via the Council adopted 2023/24 Operational Plan and NOMs either Completed / In Progress / Not Yet Commenced.

In the period 1 January – 30 June 2024, new NOMs as listed below were received. This list reflects the status of the report as at 19 July 2024. Where a report has been tabled to the Finance, Community & Services Committee this is referred to as FC&S; where a report has been tabled to the Environmental Planning Committee this is referred to as EP; where a report has been tabled to the Strategic & Corporate Committee this is referred to as S&C.




NOM Date	NOM Subject & Brief Description	Status
Parks, Trees & Recreation		
13/05/2024 	Feasibility of further measures to protect tree canopy on private land in the Woollahra LGA Prepare a report on further development controls requiring the retention of established trees on private property.	In Progress; Internal discussions are progressing with a view to present the required report back to the appropriate Committee in Q2 FY24/25.
Transport & Engineering		
12/02/2024 	Bay Street Upgrade Congratulate Staff on the upgrade to the northern end of Bay Street, Double Bay. Also notes the work done on the Double Bay Ferry Terminal and that the Mayor write to TfNSW to express our appreciation and gratitude.	Completed.

NOM Date	NOM Subject & Brief Description	Status
Strategic Planning, Heritage Conservation & Place		
11/03/2024 	Best Street in Woollahra Council investigate and report back on the feasibility and method of implementing a "Best Street in Woollahra" yearly competition.	In Progress; It is anticipated that a report on this matter will be reported to a meeting of Council in August 2024.
13/05/2024 	Celebrate Woollahra Postcode 2025 Prepare a report, for consideration by Council, setting out a plan with recommendations for celebrating Woollahra and its postcode "2025", in 2025, together with suggestions for grant funding to assist with local business and community events in Woollahra during that calendar year.	In Progress; It is anticipated that a report on this matter will be reported to a meeting of Council in August 2024.
Corporate Services		
11/03/2024 	Integrity in Local Government Request the General Manager table a report at the 13 May 2024 Council meeting and Council resolves into the future to have Councillors publicly disclose their meetings with registered lobbyists, property developers and residents' associations that a Residents' Association, Lobbyist and Property Developer Register.	Completed; A subsequent Notice of Motion was presented to the Council on 13 May 2024 requesting the General Manager write to the NSW Office of Local Government (OLG) and the NSW Minister for Local Government, The Hon. Ron Hoenig affirming Council's support for increasing integrity in local government and seeking confirmation from the OLG on when they will release for consultation a draft Lobbying Policy following consultation undertaken by the OLG previously on lobbying guidelines in 2022.
25/03/2024 	Reduction in the Number of Councillors Council request the General Manager table a report at the 24 April 2024 Council meeting regarding potential costs in holding a non-binding Council Poll of electors at the 14 September 2024 Council election and reduction in Woollahra Councillors.	Completed; A report was presented to Council on 13 May 2024. Council resolved to hold a Constitutional Referendum at the 14 September 2024 Local Government elections in order to seek a binding decision of the electors on a proposal to reduce the number of Councillors from 15 to 9.

NOM Date	NOM Subject & Brief Description	Status
Community Services, Culture & Arts		
12/02/2024 	<p>Council Sponsorship - Support for the Arts, Commerce, Events and Cultural activities which deliver a more connected, thriving and prosperous community in Woollahra</p> <p>The GM table a report to the FC&S meeting of the 02/04/2024 detailing how Council could establish mechanisms for sponsorship of organisations and/or events that meet certain criteria.</p>	<p>Completed; Council adopted the amended Donations and Sponsorship Policy and Outgoing Sponsorship Program Guidelines in June 2024. The new annual Outgoing Sponsorship program will commence in 2024/25 with a budget of \$50,000.</p>

Notices of Motion actioned via the Operational Plan 2023/24




Resourcing has been allocated to address actions arising from the following open Notices of Motion in the current Operational Plan 2023/24. Progress comments will appear in this report under the relevant priorities.





NOM Date	NOM Subject	Priority	Page
Parks, Trees & Recreation			
13-Feb-23 	<p>A Swimmable Harbour</p> <p>In Progress; refer to the action for details.</p>	5.1.1	32
Strategic & Heritage Planning & Place			
14-Feb-22 	<p>Substations & Electrical Infrastructure</p> <p>Completed; refer to the action for details.</p>	4.1.1	46
14-Feb-22 	<p>Strengthening Protections for Character Buildings</p> <p>Completed; refer to the action for details.</p>	4.2.1	47




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






The below Notices of Motion were received prior to 1 January 2024. Resourcing has been allocated to prepare responses to the Notices of Motion during the reporting period. This list reflects the status of the report as at 19 July 2024. Where a report has been tabled to the Finance, Community & Services Committee this is referred to as FC&S; where a report has been tabled to the Environmental Planning Committee this is referred to as EP; where a report has been tabled to the Strategic & Corporate Committee this is referred to as S&C.





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





NOM Date	NOM Subject & Brief Description	Status
Environment & Climate Change		
27-Feb-23 	Solar Canopies For Car Parking Lots And Rooftop Car Parks Prepare a report, subject to funding being considered and approved as part of the Council budget process, to investigate the feasibility of installing or providing a strategy to install raised solar canopies in parking lots owned or managed by Council.	In Progress; A review of Council carpark has been undertaken. Kiaora carpark was identified as a potential site for a solar canopy, and consultants have undertaken a feasibility study. A report addressing the NOM will be provided to Council in August 2024.
Parks, Trees & Recreation		
06-Apr-20 	Street Play Initiative Report on feasibility of undertaking a 'Street Play Initiative' trial in Woollahra similar to the Waverley Council Street Play initiative.	In Progress; An action has been included in the new Play Space Strategy adopted by Council 24/07/23. A report outlining the feasibility of this initiative is planned for Q2 FY2024/25.
11-Apr-23 	Synthetic Turf Requests that staff give consideration to the findings and recommendations of the Department of Environment and Planning report of August 2021, and the Chief Scientist's progress report, when reviewing and reporting a final version of its Plans of Management for Woollahra's parks and its Recreation Strategy.	In Progress; The Chief Scientists report is finalised and currently being reviewed by staff. Consideration to the findings and recommendations will be included in any future proposals. Council staff are actively involved in the State Government Synthetic Turf in Public Open Space working party.



NOM Date	NOM Subject & Brief Description	Status
10-Jul-23 	<p>AUSGRID Aerial Bundled Cabling (ABC) Recommending that Council note its draft Urban Forest Strategy 2024-2050 and canopy cover target. Requesting the GM report on how much electricity will be converted to ABC, financial implications etc.</p>	<p>In Progress; Internal discussions are on-going in preparation for a follow up report to Council. Staff are in consultation with the AusGrid Vegetation Management group and also consulted with SSROC regarding a joint application for funding under the AusGrid ABC program. The initial funding application was not successful and SSROC are requesting further meeting with AusGrid. Until we get further direction about funding we are unable to complete the resolution and provide the necessary information in the follow up report.</p>
27-Nov-23 	<p>Gugara Park Prepare a report on considering the need to provide toilet facilities in Gugara Park including costings and any funding requirements.</p>	<p>Completed; A report was presented to the FC&S Committee on 6 May 2024. Council resolved to proceed with community consultation on 13 May 2024. Consultation to occur in Q2 FY24/25.</p>
11-Dec-23 	<p>Landscaping and Public Seating on the Corner of Peaker Lane and Moncur Street Protect trees (other than Celtis trees) and remove hedging as required from the pocket park on the corner of Peaker Lane and Moncur Street, and install public seating in that pocket park.</p>	<p>Completed; Works are completed at Peaker Lane pocket park with the installation of public seating and landscaping.</p>
Transport & Engineering		
25-May-20 	<p>Street Inlay Audit and Rectification Undertake an audit of all 493 street inlays (set out in Annexure 1 of report to Urban Planning Committee on 23/02/2015).</p>	<p>In Progress; Information provided as part of this Audit involves detailed information from various departments across Engineering, Planning and Enforcement. It is anticipated a report will be presented to Council in Q1 FY2024/25. Staff have recently completed the successful replacement Street Name Inlay, which is an exact replica of the prior missing inlay, at Richmond Road Rose Bay. After close internal collaboration with Asset and Planning teams within Woollahra, we were able to source and work with bespoke manufacturing specialists to produce</p>

NOM Date	NOM Subject & Brief Description	Status
		new street name inlays along with a suitable and robust installation process. Staff can now co-ordinate with others such as the Developer at the new corner property on Old South Head Road and Victoria Road. New footpath is being installed mid-July 2024 (by the developer) and will include the installation of new street name inlays.
29-Sep-20 	Pedestrianisation and Traffic Calming Measures for Rose Bay Prepare a report on opportunities to promote the better pedestrianisation of the Rose Bay area; traffic movement and traffic density in the area and the possibility of introducing lower speed limits in residential roads and laneways.	In Progress; A report will be presented to the Traffic Committee on 2 July 2024, for the High Pedestrian Activity Area for Rose Bay Centre. The Study introduces 40km/hr to a number of local streets in Rose Bay. This matter will then be considered at FCS on 5 August 2024 for approval.
5-Jul-21 	Truck Staging Area for Developments Call for State Government to plan and designate Truck Staging Area for Developments in Eastern Sydney – Adopt as part of the development consent process for all development a designated truck staging area away from residential streets.	In Progress; This task is delayed as staff are seeking to develop a common position with neighbouring Councils regarding a suitable truck staging location for developments in the Eastern Suburbs. It is anticipated that a letter will be sent to the Planning Minister in Q1 of FY24/25.
29-Sep-20 & 14-Jun-22 	Hydrogeological and geotechnical study for the Rose Bay/Lower Bellevue Hill Catchment Area Undertake a hydrogeological and geotechnical study for the entire Rose Bay basin area from the Bellevue Hill ridgeline, similar to the study recently undertaken for the Double Bay region. & Geotech expert study of Bellevue Hill below the ridgeline at Drumalbyn Road to begin immediately on 1 July 2022 Prepare a scope of works for hydrogeological and geotechnical study for the entire Rose Bay basin are from the Bellevue Hill ridgeline.	In Progress; A report was presented to EPC meeting on 3 June 2024 and Council meeting 10 June 2024, however this item was deferred for further information. It is anticipated this matter will be presented again at EPC and Council meeting in August 2024.

NOM Date	NOM Subject & Brief Description	Status
25-Jul-22 	<p>Angled Rear To Kerb Car Parking In Double Bay Investigate the feasibility (including costs) of implementing angled rear to kerb car parking in Double Bay, for the purpose of addressing the loss of parking and revenue in Knox Street due to the proposed pedestrianisation including consideration of any impact on building a safe cycle network.</p>	<p>In Progress; Noting that Council's Traffic Engineering team have been under resourced (x 2 Traffic Engineers) until mid-2024, this investigation had to be placed on a hold. Council's Traffic and Transport team has recently been successful in hiring new staff, and this investigation will be undertaken in Q1 of FY24/25 and reported to LTC and FCS.</p>
31-Oct-22 	<p>Kiosk Substations Make inquiries of Ausgrid as to whether any areas in the Woollahra municipality have reached electrical grid capacity and as to why there are so many installations of kiosk substations in the municipality.</p>	<p>In Progress; Manager Engineering Services is having ongoing discussions with Ausgrid on the issue. Council staff plan to advocate through SSROC and State Government, to minimise the impact of electrical infrastructure on the public domain.</p>
12-Dec-22 	<p>No Right Hand Turn Into Knox Street From New South Head Road Liaise with Transport NSW as soon as reasonably practical to review the Knox Street intersection to improve vehicular safety by prohibiting right hand turns into Knox Street from New South Head Road, Double Bay.</p>	<p>In Progress; Council staff have written to TfNSW representatives on this matter and discussions are still ongoing. Staff anticipate an update on these discussions which will be included in a report back to Council in September.</p>
27-Feb-23 	<p>Quarry Street, Paddington Requests that a 10km/hr zone be marked at Quarry Street, Paddington.</p>	<p>Completed: Installation of new signage to enhance pedestrian and cyclist safety within Quarry Street, Paddington, is completed. New 10km/hr signs, 'slow point' signs, advisory cycling route signs and associated chevron arrow signs have been included as part of these works.</p>
10-Jul-23 	<p>Pedestrian Safety near Corner Suttie Road, Attunga Street. Manning Road and Edward Street Requesting staff identify pedestrian safety opportunities in the areas of the nominated streets.</p>	<p>Completed; A report was presented to the Traffic Committee on 4 June 2024, on the traffic investigation for this intersection. This matter was considered at FCS on 1 July 2024 and was subsequently adopted by Council. This will now progress to detail design with the intent that Council staff will seek funding opportunities through State and Federal Government Grants.</p>

NOM Date	NOM Subject & Brief Description	Status
14-Aug-23 	Councils to Implement a Community Education Program on Road Rules for Bike Use Prepare a report detailing the likely costs and resourcing impacts of undertaking a joint community education program with Waverley and Randwick Councils around implementing a road rules for bikes program and undertake an assessment of the current NSW road rules for bike use.	In Progress; Discussions between neighbouring Councils are still ongoing. This task is delayed as staff are seeking to develop a common position with neighbouring Councils regarding a joint community education program which will include resourcing and cost implications. A report to Council will be presented in the first quarter of FY2024/25.
28-Aug-23 	Expansion of Park n Pay App to Unmetered Short Term Parking Areas Investigate and provide a report detailing the manner in which the Park n Pay app may be used to assist with turnover of car spaces in short term unmetered parking areas, for example areas with parking of 15 minutes or less that are often placed around childcare centres and schools, such report to consider where a trail for use of this app can be implemented as soon as possible.	In Progress; This matter will be further considered subject to the continuation of the use of the Park'N'Pay app, noting that in late 2023 the NSW State Govt put out a statement advising they would not continue the funding for the existing app. Until the support for this app is determined, Council cannot progress with available options for the app or alternatives that can be explored. A report on this will proceed once clarification is provided by the NSW Government on the future of the app.
15-Nov-23 	Parking Applications - Park n Pay or Similar Prepare a report on the costings of continual use of Park n Pay or similar applications in the Municipality.	In Progress; This matter is still being investigated in conjunction with the above outstanding NOM regarding Park n Pay.
Strategic & Heritage Planning & Place		
28-Aug-23 	No Net Loss of Dwellings Prepare a planning proposal to include objectives and controls in the Woollahra Local Environmental Plan 2014 to prevent the net reduction of dwellings on development sites; and; Amend the Woollahra Development Control Plan 2015 to require a Social Impact Statement (or similar documentation) to be provided where a reduction in dwelling numbers is proposed on a development site.	In Progress; A report will be provided to Council on how to proceed pending the outcome of the Sydney City and Waverley Council requests for planning proposals to address dwelling loss. Both of these requests have been "under assessment" by the DPPI for months, with Sydney City's dwelling retention planning proposal lodged in January 2024.

NOM Date	NOM Subject & Brief Description	Status
Compliance		
25-Jul-22 	Impacts Of Site Contamination Prepare a report in relation to the impacts of site contamination to strengthen Council's planning controls regarding site contamination and disposal of contaminated site water during construction.	In Progress; Will be completed by September 2024.
15-Nov-23 	Compliance With Housing SEPP in Respect of Independent Living Units for Seniors Housing Compile a register of all developments approved as independent living units for seniors or those living with a disability under the State Environmental Planning Policy (Housing) 2021 (Housing SEPP) in the municipality and monitor ongoing compliance with the Positive Covenant.	In Progress; To be reported to Council August 2024.
11-Dec-23 	Air Conditioning In Heritage Conservation Areas Prepare a report on Council's enforcement regime for unauthorised air conditioning installations in heritage areas, advancements in air conditioning technology and options for updating heritage controls.	In Progress; To be reported to Council September 2024.
Governance		
26-Oct-20 	Councillor Indemnification Prepare a report for consideration by Council on the merits of reviewing Council's current Payment of Expenses and Provision of Facilities Policy so that Councillors acting in good faith in their role as a Councillor are indemnified for reasonable expenses incurred by them in defending legal proceedings and/or obtaining medical services and/or relation to any property damage.	In Progress; Council's Payment of Expenses and Provision of Facilities Policy will be presented to the new Council and further information on indemnification will be provided at this time.

NOM Date	NOM Subject & Brief Description	Status
26-Apr-21 	<p>Legal Services Panel Review Present a recommendation on a way forward to reconstitute the former Legal Services Review Panel.</p>	<p>Completed; Legal advice has been received and an update was provided to Cirs Robertson, Shapiro and Wynne. Further discussions held in the fourth quarter of 2023/24 determined that in light of the other mechanisms Council now has in place, a reconstitution of the legal services review panel is no longer required.</p>
Customer Experience & Engagement		
15-Nov-23 	<p>Funding Portrait Painting of Brenda (Dutchie) Backhouse Commission a portrait painting of Brenda (Dutchie) Backhouse, being the first woman to become Mayor of Woollahra Council (1978-1979) with the portrait to be funded by Council's Public Art Reserve.</p>	<p>Completed; The portrait of the first female Mayor of Woollahra, Brenda (Dutchie) Backhouse, was unveiled at the IWD Event in March 2024. Mayor and Deputy Mayor officiated the event and did the portrait unveiling.</p>

Environmental

January - June 2024 highlights



Whale watching signage



Habitat hollow



Local Government Excellence Awards

Nature watch

2 sets of binoculars have been installed at Jacobs Ladder viewing area and Christison Park along with accompanying signage.

Sustainability

We have created 6 habitat hollows in a large Eucalyptus tree on the edge of Cooper Park. The wildlife in our local area that rely on hollows include possums, rainbow lorikeets, kookaburras, king parrots, sulphur-crested cockatoos, owls, microbats, skinks, frogs and more.

Winner

We were recognised at the 2024 Local Government Excellence Awards for our Charging the East - The Eastern Suburbs Electric Vehicle Charging Project (with our colleagues at Waverley & Randwick Councils).

Economic

January - June 2024 highlights



Grant-funded yoga at Gap Bluff, Watsons Bay

Grants Program

Placemaking Grant recipients for 2024/25 include Yoga at Gap Park.



"Woollahra 2025" event

Woollahra 2025

Inception meeting with small business facilitated by The Queen Street and West Woollahra Association to brain storm event ideas to celebrate "Woollahra 2025" in 2025.



InterWar Flat Building example Hillside, Woollahra

Heritage

A Thematic History of the LGA during the Inter-War period has been prepared by GML Heritage, the first step in completing the Inter-War Flat Building study.

Civic Leadership

January - June 2024 highlights



Local Government Excellence Awards



Winner

We were recognised at the 2024 Local Government Excellence Awards for our Early Intervention Program which proactively addresses workplace injuries.



Clean Up Australia Day event at Rose Bay Beach, 3 March 2024



Volunteers

Our Clean Up Australia Day event was focussed on litter collection at Rose Bay beach. More than 70 volunteers gathered and removed over 78kg of waste.



Staff volunteers planting trees at Cooper Park



Tree planting

Staff volunteers planting trees at Cooper Park in their lunch break.

Social

January - June 2024 highlights



Social event held for Woollahra Preschool parents 17 March 2024.



Connection

In response to feedback from parents, we hosted a social event for our Preschool parents to meet and get to know each other better at Woollahra Gallery at Redleaf in March.



Citizenship ceremony celebrations 12 June 2024.



Celebration

We welcomed 162 new citizens over 5 Citizenship ceremonies.



Seed Library event at Watsons Bay Library 23 April 2024.



Seed Library

A seed Library and associated programming was launched in collaboration with local community gardens in April with an event featuring poetry readings by local author Ailsa Piper at Watsons Bay Library.



Environment & Climate Change

Strategy 5.4: Reduce impacts of local flooding and improve floodplain risk management.



Ref	Priority	Progress Comments
5.4.1	Ensure appropriate Floodplain Risk Management Plans are in place for the various catchments in Woollahra.	<p>Floodplain Risk Management Plans are progressively being developed for various catchments within the Woollahra Municipality. Once these Floodplain Risk Management Plans are completed they are referred to the Woollahra Flood Risk Management Committee and Council's Environmental Planning Committee for adoption.</p> <p>Flood studies and plans for Vaucluse and Darling Point have remained a priority. Funding applications were submitted to Department of Planning and Environment in April 2024 to develop flood studies and plans for Vaucluse and Darling Point, subject to grant funding availability from the FY2024-25 Floodplain Management Program. Staff will also continue to commission these high priority studies through other resources and funding opportunities.</p>

Project / Deliverable	Due By	Status	Stage	Progress Comments
Complete Plans for Vaucluse and Darling Point catchments and refer to the Floodplain Risk Management Committee for Council adoption, subject to funding from the Dept. Planning & Environment.	Project is subject to successful grant funding being available from the Dept. Planning & Environment. Funding applications to be submitted once grant period is confirmed.	Delays 	Awaiting external gateway approval	Funding applications were submitted to Department of Planning and Environment in April 2024 to develop flood studies and plans for Vaucluse and Darling Point, subject to grant funding availability from the FY2024-25 Floodplain Management Program. The outcome of these applications are still pending from DPE.

Ref	Priority	Comments
5.4.2	Develop and implement a five year Capital Renewal Program for stormwater drainage infrastructure and management of stormwater pollutants.	Stormwater Drainage Infrastructure Program has been developed and is based on various Council Flood Studies and Flood Risk Management Studies and Plans. In June 2023 Council was advised by the Independent Pricing & Regulatory Tribunal (IPART) that our application for a Special Rate Variation was successful. This will provide \$13.9m in funding over 10 years to complete priority projects to expand the capacity of our stormwater network, as well as funding an increased level of drainage and pipe repair works across the LGA to ensure the network is functioning at optimum efficiency. As part of the FY2023/24 with the inclusion of the SRV, design plans are underway for Cecil Street, Paddington, and Edgecliff Road, Woollahra, and will continue into FY2024/25.

Strategy 7.1: Protect and maintain trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.


Ref	Priority	Progress Comments
7.1.3	Educate and partner with the community on the protection of natural areas and waterways, including Bushcare.	Council has continued to partner with the community to protect natural areas through the Bushcare program, with 10 groups supported. Council has also continued to support community clean ups of our harbour areas through the HarbourCare Program. Council has also provided support to community gardens, with the renewal of the Rose Bay Community Garden Licence Agreement, and attendance at AGMs and open days.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Support and promote Council's HarbourCare Program and other community engagement activities.	Volunteer groups supported on request, annual Clean Up Australia Day community activity held March 2024.	Completed / Achieved 	Complete	Council supported 28 HarbourCare Clean-up events by community and corporate groups from January to June. In addition, Council supported local schools including Kincoppal Rose Bay and The Scots College to undertake 18 beach cleans over the six month period. On Clean Up Australia Day (3 March) Council held a beach clean event at Rose Bay Beach, with over 70 volunteers attending and collecting over 78kg of litter.
Support and promote Council's Bushcare Programs and other engagement activities, including support and coordination of Bushcare groups.	Ongoing, 30 June 2024.	Completed / Achieved 	Complete	Council continued to coordinate the Bushcare program across 10 sites. Over 1,094 hours of volunteer work have been completed during this period. 8,500 plants have been potted into tubestock and a further 1,915 plants have been planted. There has also been 3 corporate Bushcare Groups working at Cooper Park and Lighthouse reserve.


Ref	Priority	Progress Comments
71.4	Implement actions from the Biodiversity Conservation Strategy.	The Biodiversity Conservation Strategy has been reviewed and updated. A draft will be reported to Council in the next six months. Biodiversity projects in this reporting period have included: habitat planting at Woollahra Golf Course to protect the Powerful Owl, habitat planting at Cooper Park and Rose Bay Park, ongoing monitoring of the seahorse population, creation of hollows for habitat, and development of a vegetation management plan for the Vaucluse Beach Paddock area, and Council's annual Backyard Habitat workshop program.

Strategy 7.2: Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.

Ref	Priority	Progress Comments
72.1	Implement a five year Capital Renewal Program for stormwater drainage infrastructure and management of stormwater pollutants.	Capital Renewal Program projects are incorporated into Council's future Capital Works program for renewal and/ or upgrade. As part of the Special Rate Variation funding, gross pollutant traps (GPTs) and water sensitive urban designs (WSUDs) will be incorporated where possible to mitigate and manage stormwater pollutants. The projects for FY2023/24 have been completed.
72.2	Implement a program of capital works for water quality improvement, including installation of stormwater quality improvement devices such as raingardens and Gross Pollutant Traps (GPT).	A number of capital works projects have been completed including installation of a gross pollutant trap treating stormwater from Bondi Junction, and a rooftop solar installation on the RANSA building. There have been some delays to some projects, such as the Collins Avenue stormwater harvesting and GPT due to longer than anticipated design processes. Design for these projects is now complete and they will be constructed in early 24/25.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement the \$620,000 Environmental Capital Works Program with a target of 90% of projects to be completed or under construction by end of FY23/24.	30 June 2024.	Delays 	Preparations	A number of capital works projects have been completed including installation of a gross pollutant trap treating stormwater from Bondi Junction. There have been delays to some projects, such as the Collins Avenue stormwater harvesting and GPT due to longer than anticipated design processes. Design for these projects is now complete and they will be constructed in early FY24/25. Contractors have been engaged to construct the Christison Park tank, this is expected to occur in Q1 of FY24/25.


Ref	Priority	Progress Comments
72.3	Collaborate with partners to develop and implement programs to improve water quality.	Collaboration with Beachwatch, Sydney Water, Transport for NSW, the Member for Vaucluse and members of the local community continues through the Rose Bay Beach Working Party, which met twice during this reporting period. Other collaboration on catchment-wide water quality issues has taken place with the Sydney Coastal Councils Group. This has included lobbying the NSW Government to continue funding Beachwatch water quality testing. Staff have also collaborated with the Sydney Institute of Marine Science to include Woollahra sites in the 'Project Restore' program for Sydney Harbour.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Support the development of the Greater Sydney Harbour Coastal Management Program and other collaborative projects such as the Rose Bay Beach Working Party.	Attend quarterly Greater Sydney Harbour CMP working group meetings.	Completed / Achieved 	On schedule	Staff continue to support the development of a Coastal Management Plan (CMP) for Sydney Harbour. Due to lack of NSW Government funding for project management of the Greater Sydney Harbour CMP, the scope of the CMP has been reduced to cover the outer harbour only. A grant application is in preparation to continue the development of the CMP on this smaller scale.

Ref	Priority	Progress Comments
72.5	Take appropriate and timely action in response to pollution incidents.	Staff assist with pollution incident response as required. Compliance staff participated in Sydney Coastal Councils Group 'Get the Site Right' erosion and sediment control inspection and education day focusing on storm water pollution at building sites.

Strategy 8.1: Reduce greenhouse gas emissions.


Ref	Priority	Progress Comments
8.1.1	Provide programs and projects to reduce local greenhouse gas emissions.	Annual auditing of Council's carbon footprint for the FY2022/23 financial year is complete and application for our continued Climate Active certification of carbon neutral accreditation has been submitted. Programs to reduce community emissions continue to be implemented through the 3 Council Regional Environment Program, including supporting solar installations at RANSA through the Solar My Suburb program.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Expand the Electric Vehicle charging network with two additional public vehicle charging stations per annum.	30 April 2024.	Completed / Achieved 	On schedule	In the last six months seven public EV chargers have been installed on streetpoles in Paddington, Woollahra and Vaucluse. This brings the total installed in 23/24 to 9.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Develop and implement initiatives aimed at achieving community carbon reduction, including providing information to assist transition to all electric homes.	Workshops held quarterly.	Completed / Achieved 	Complete	In this reporting period information about reducing emissions and transitioning to 'all electric' was included in Council's e-newsletters. Articles about going electric and EV charging were included in Council's hard-copy newsletter, and case studies added to Council's website. Community workshops were held on the following topics: electric vehicles, installing electric vehicle charging in apartment blocks, and installing rooftop solar and batteries.
Participate in and implement projects arising from the Three Council Regional Environment Program including Solar My Suburb and Energy Smart Cafes.	Ongoing, 30 June 2024.	Completed / Achieved 	On schedule	The 3 Council Regional Environment Program has continued to roll-out the Solar My Suburb and Solar My School programs. Kambala has an installation planned and Cranbrook intend to install in early 2025. With the majority of schools in the East now complete, this program will wrap up in 2024. With support from the Solar My Suburb Program, a 36kW system was installed at RANSA and the Drill Hall in February. This will reduce emissions by 45 tonnes /year.
Participate in the Resilient Sydney program.	Participate in activities as scheduled.	Completed / Achieved 	Complete	Staff attended Resilient Sydney workshops and development of the resilience strategy and other Resilient Sydney initiatives were promoted on Council's social media platforms.

Strategy 8.2: Provide support to the community to reduce their environmental impact.

Ref	Priority	Progress Comments
8.2.1	Coordinate educational events and Council's Environmental Grants Program.	Council's Environmental Grants Program opened for applications in April 2024. Eleven grants were awarded supporting a range of community and school environmental projects. Support is provided to community groups, such as the community gardens, to implement environmental initiatives and hold educational events.



Project / Deliverable	Due By	Status	Stage	Progress Comments
Deliver Council's environmental grants program.	31 May 2024.	Completed / Achieved 	Complete	Council's Environmental Grants Program opened for applications in April. Eleven grants were awarded, supporting a range of community and school environmental projects including creation of habitat gardens for pollinators, installation of solar panels, upgrading lighting with energy efficient fixtures, supporting circular economy and improvements to community gardens.

Ref	Priority	Progress Comments
8.2.2	Implement the Environmental Education Program for each year.	Over the last six months a range of education sessions have been held for the local community, schools, and Council staff, as detailed below.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Plan and implement a program of environmental education initiatives to address a range of issues relating to the natural environment and sustainability.	12 initiatives delivered by 30 June 2024.	Completed / Achieved 	Complete	Over the last six months a range of education sessions have been held for the local community, schools, and Council staff, including: Community- marine education 'rockpool rambles', whale watching tours and design of a series of educational signs, a series of three 'Backyard Habitat' workshops, native plant propagation workshop, rooftop solar workshop, Rose Bay beach catchment walking tour, composting workshops, and EV charging workshops. Monthly Environment E-Newsletters were distributed to the database of subscribers and environmental content included in the hardcopy Woollahra newsletter. Schools- Eastern Suburbs Sustainable Schools Network events focussed on marine life and bush tucker gardens, Bee Day education at Macauley Primary School and Planting Seeds event at Vaucluse Public School. Staff- information session about circular economy, sustainable procurement, electric vehicles and a staff planting event at Cooper Park.

Strategy 8.3: Prepare for and adapt to the impacts of climate change.

Ref	Priority	Progress Comments
8.3.1	Develop and implement projects to enable climate change adaptation.	Climate change mitigation and adaptation is included as a Priority Action Area in Council's recently adopted Environmental Sustainability Action Plan. A Climate Change Risk Assessment and Adaptation Plan has been completed, presented to the Ecological Sustainability Taskforce and reported to Council.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement actions adopted by Council to address the climate emergency. Maintain Council's carbon neutral certification under the Climate Active Program.	Revised waste diversion targets, Carbon neutral auditing complete and submitted by 30 November 2023.	Completed / Achieved 	On schedule	Waste targets have been revised and are included in Council's Environmental Sustainability Action Plan. Auditing of Council's carbon footprint for 2022-23 has been completed, and carbon offsets have been retired to ensure that carbon neutral status is maintained. The documentation has been submitted to Climate Active for certification.
Finalise adoption of Council's Climate Change Risk Assessment and Adaptation Plan and commence planning for priority actions.	30 June 2024.	Completed / Achieved 	Complete	The Climate Change Risk Assessment and Adaptation Plan has been completed, presented to the Ecological Sustainability Taskforce and reported to Council. Actions have been included in the Environmental Sustainability Action Plan.

Strategy 8.5: Reduce potable water usage by Council and encourage reduced usage on private property.

Ref	Priority	Progress Comments
8.5.2	Implement projects to reduce Council's water usage.	Council's water use is monitored and any anomalies investigated. To assist with this sensors were installed on a number of high using sites over the last 6 months. In addition, a water conservation study is being undertaken for Rushcutters Park, Lyne Park and Yarranabbe Park.
8.5.3	Work with neighbouring Council's to implement programs aimed at reducing community water use.	The 3 Council Regional Environment Program has developed content for Council's website to promote the Sydney Water 'WaterFix' Program, which offers water saving programs for residential, strata, commercial properties and schools. The program and water saving tips have also been promoted on Council's social media platforms. In addition, information about how to save water at home has been updated on Council's website.



Waste & Cleansing

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





Ref	Priority	Progress Comments
5.2.1	Implement the infrastructure maintenance programs for all classes of public infrastructure.	During the reporting period, Council received 182 CRMs for footpath defects. Of these 179 were completed within this period. A further 195 were identified by Council inspectors, with 176 completed within this period. Many of these did not require works to be conducted, but were minor defects noted to monitor.




Strategy 7.2: Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.

Ref	Priority	Progress Comments
7.2.4	Provide street cleaning services to minimise litter and dirt entering the stormwater drainage system.	There were 14 CRMs received and actioned for the cleaning of Business Centres during the reporting period. Scheduled cleaning and maintenance takes place 365 days a year within all Business Centres.

Strategy 8.4: Encourage and assist our community to be leaders in waste management and resource recycling.


Ref	Priority	Progress Comments
8.4.1	Encourage greater participation in waste reduction, recycling and other measures to minimise waste.	Our focus over the last 6 months has been to investigate current media, resources and website content to ensure information is up to date and redevelop materials that are out of date. Work has begun on the waste website and lack of visual content. The website is one of the main engagement tools for our community and adding an A-Z recycling content section will be a priority. Council continues to provide waste management services, events and programs. This included promotion and hosting compost workshops, continuing to provide school workshops via Keep Australia Beautiful, jointly hosting Recycle it Saturday, ongoing participation in the Compost Revolution program, E-waste recycling and promotion of services and activities via What's on, Environment and Woollahra newsletters. Investigation into expanding use for the e-waste truck for textile collection is also currently underway.



Project / Deliverable	Due By	Status	Stage	Progress Comments
Investigate alternative avenues to minimise good quality items being thrown out in the clean-up, including Red Cross and other charities. Investigation to be reported to Council when complete.	30 November 2023.	Completed / Achieved 	Complete	The red cross project has been completed. We are now looking at rescuing textiles for re-use and recycling in partnership with St Vincents.
Investigate options for potential collection of polystyrene and un-useable textiles in connection with the e-waste collection service. Investigation to be reported to Council when complete.	30 November 2023.	Delays 	Awaiting Council decision	We are investigating the possibility on partnering with City of Sydney to recycle polystyrene. They own a compaction machine and have a processor in place. The outcome of a partnership agreement is pending as we await further information from City of Sydney. There has been some progress with St Vincents and we are now looking to sign a MoU in the coming weeks. The E-waste truck and staff will be utilised for this service.
Work with selected large Multi-Unit Dwelling (MUD) complexes to trial permanent bins for on-site e-waste collection. Investigation to be reported to Council when complete.	31 March 2024.	Delays 	Preparations	Staff have investigated the possibility using our e-waste truck and existing staff, the type of e-waste that could safely be handled both by residents and staff and method of storage and collection. This proposal is still pending detailed discussion about program management before approaching selected unit blocks to trial.
Encourage greater participation in waste reduction, recycling and other measures to minimise waste via a bi-monthly stall at Double Bay market to promote Council initiatives and provide greater presence in the community.	Bi-monthly stall and regular updates to Council's website.	Completed / Achieved 	Complete	Plans have been made for two stalls in July in support of Plastic Free July. Other commercial areas are on the agenda for the latter part of the year.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Educate community and promote Food Organics Garden Organic (FOGO) waste diversion with a focus on MUDs. Education programs to relevant stakeholders to be undertaken; Encourage the recycling of organics through the 3 Council Compost revolution; Increase on the organic waste diverted from landfill.	Education programs to be scheduled quarterly and website updated with information on programs. Annual report on organic waste diversion statistics by 30 June 2024.	Completed / Achieved 	Complete	Wentworth Courier front page FOGO promotion and interviews occurred in March 2024 promoting the service. We continue to promote via our Council newsletters and website. FOGO is always featured in our end of year mailouts and a small supply of compostable bags and kitchen caddies remain. These can be collected by residents from the Council Chambers. We are also keeping an ear out for any further information from the EPA regarding FOGO program updates and legislation. At this stage we are well ahead of the mandates having provided a FOGO service for over 10 years. The compost revolution program continues and we take any opportunities for cross collaboration especially during National Composting Awareness week to enhance awareness for workshops and online activities.
Complete a review into truck signage to encourage waste reduction and recycling and other measures to minimise waste.	30 November 2023.	Completed / Achieved 	Complete	All truck art is complete. Review truck signage in 2 years time. Children's truck art competition is undertaken every two years with next planned for 2025.
Participate in regional waste avoidance/ reduction recycling projects and events, including National recycling week, Clean Up Australia Day, The Garage Sale Trail throughout the year (as scheduled).	Participate in Regional Events as scheduled throughout the year.	Completed / Achieved 	Complete	Council participated in Clean Up Australia day in March and Compost Awareness Week in May. Clean-Up Australia day was held on 3 March. More than 70 volunteers gathered at Rose Bay beach and removed over 78kg of waste. Less than a quarter of this material was recyclable. The most littered item was plastic wrappers with cigarette butts following closely behind. This year a couple of compost workshops were held both by compost revolution staff and Woollahra Council. There were 25 registered participants for our Woollahra workshop at the Rose Bay Community Garden (highest registration ever) but the weather was not on our side and we had to host the workshop in the Croquet club hall. Unfortunately less than half of the registered participants attended (mostly due to bad

Project / Deliverable	Due By	Status	Stage	Progress Comments
				weather). Council continues to engage Keep Australia Beautiful to run our waste programs in schools and early learning centres. The team visited 10 early learning centres and conducted various waste minimisation workshops across different topics. Glenmore Rd Public, Vaucluse Public and McAuley Catholic school also received workshops including composting and worm farming, Lunches unwrapped and Garbage to Garden. and the waste department.

Ref	Priority	Progress Comments
8.4.2	Conduct cost effective and efficient waste collection and recycling to residents and businesses and conduct organics recycling services.	Councils waste services are conducted in accordance with set budgets and schedules. 5,299 tonnes of general was collected in the reporting period which is 109 tonnes more than the same period in the previous year. 2,643 tonnes of recycling was collected during the reporting period which is 72 tonnes more than the previous year. FOGO service is provided to all residents with 2,191 tonnes of organics collected which is 74 tonnes more than the previous year.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Carry out the household clean-up collection service. The collection of non-recyclable bulky household items from 11 defined zones covering the Woollahra LGA, totalling 3 collections per zone annually.	Three collections per zone annually.	Completed / Achieved 	Complete	Clean-up has completed its first round this year and is at the beginning of the second round. Tonnage in the first half of the year is at 786.78 tonnes. This is up from the same time last year by 130 tonnes.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Promote recycling through the E-Waste service and problem waste drop off. Complete joint collections days with Waverley and City of Sydney Councils for problem waste as scheduled and promote E-waste service through Council website and other opportunities as they arise.	Participate in cross-council events as scheduled throughout the year and provide regular updates to Councils website.	Completed / Achieved 	Complete	Two events were undertaken successfully during this reporting period. Events were held in February and May. Attendees for Woollahra were up by 71 % for the February event, which may be attributed to the letter sent out to all households at the end of last year and some social media videos which included our Mayor. We also had the addition of blister packs to our ever growing list of acceptable items.
Undertake a new recycling tender and award contract.	28 February 2024.	Completed / Achieved 	Complete	The recycling tender is complete and has been awarded to current contractor URM. The new contract will begin 1st August 2024.



Parks, Trees & Recreation


Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life..



Project / Deliverable	Due By	Status	Stage	Progress Comments
Undertake investigation of swimming sites in the western harbour area of the LGA. [NOM 13/02/2023]	31 March 2024.	Completed / Achieved 	On schedule	A consultant has been engaged with the first draft of the site analysis and constraints being complete. The initial design sketches are being finalised and will be presented to staff in the coming weeks. A report to the relevant Council committee will be presented in Q1 FY 24/25.
Investigate and implement actions from the Recreation Strategy. Incorporate projects pending budget allocation in the Capital Works budget for reporting quarterly. Prepare a forward plan of projects for future financial years.	Report on Capital Works items quarterly. Prepare the forward project plan by January 24 for inclusion in FY2024/25 budget.	Completed / Achieved 	Complete	The objectives and actions of the Recreation Strategy are being implemented across various Capital improvement projects in our open space. Some examples of these are the new pathway at Bellevue Park and around Trumper Oval.
Subject to community consultation, construct multi use sports courts at Lough Playing Fields.	30 May 2024.	Delays 	Preparations	The Review of Environmental Factors (REF) is nearing completion. The consultant has requested an acoustics report which is now finalised. As the proposal encroaches onto a small part of Sydney Water land, we are progressing positive discussions with Sydney Water around required agreements for use of the land. Once the REF is complete and discussions with Sydney Water finalised, community consultation will commence.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Investigate and implement actions from the Play Strategy. Incorporate projects pending budget allocation in the Capital Works budget for reporting quarterly. Prepare a forward plan of projects for future financial years.	Report on Capital Works items quarterly. Prepare the forward project plan by January 24 for inclusion in FY2024/25 budget.	Completed / Achieved 	Complete	The objectives and actions of the Play Strategy are being implemented across various Capital improvement projects including the Lyne Park Playground upgrade, Spring Street Playground renewal and the Thornton Street Playground consultation (which will now be delayed due to the decision of Council to proceed with consultation and upgrade of Robertson Park in the FY 24/25).


Strategy 5.3: Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls.

Ref	Priority	Progress Comments
5.3.1	Ensure Plans of Management for public open spaces are updated periodically and reflect community needs and aspirations.	The 21 Crown Land Plans of Management are adopted. Works are progressing now on the Cooper Park Plan of Management and Masterplan. Initial community consultation on this project has been completed. All submissions are being reviewed and the preparation of the draft Plan of Management and Masterplan is being finalised which will be presented to Council seeking recommendation to exhibit to the public.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Investigate and implement actions from the Crown Land Plans of Management. Incorporate projects pending allocation in the Capital Works budget for reporting quarterly. Prepare a forward plan of projects for future financial years.	30 June 2024.	Completed / Achieved 	Complete	The objectives and actions of the Crown Land Plans of Management are being implemented across various Capital improvement projects and actions from the operational plan.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Development framework for Generic Plan of Management for Community Land and finalise prioritised schedule for development of site specific profiles. Prepare Plan of Management for Cooper Park.	30 June 2024.	Completed / Achieved 	On schedule	The development framework for the Generic Plan of Management is adopted. The Cooper Park Plan of Management (POM) and Masterplan is progressing. Initial community consultation on this project is completed. Council staff are preparing the draft POM and Masterplan which will be presented to Council seeking recommendation to exhibit to the public.
Commence implementation of recommendations from review of dog regulations in parks and reserves.	Within 6 months of final adoption of the review.	Completed / Achieved 	On schedule	The review of dog regulations has been undertaken including community consultation. Through the exhibition process Council staff received advice of the requirement of a Review of Environmental Effects to be undertaken for any change of use to open space. Staff are currently investigating what options are available to progress the changes and what will be required (funding and resources). A report will be presented to the relevant Committee in Q1 FY24/25.

Ref	Priority	Progress Comments
5.3.2	Implement a prioritised program of capital improvements to public open spaces and recreation facilities.	The completed Capital Works projects for this period include; Trumper oval accessible pathway, Bellevue Park pathway, park furniture rollout, Redleaf retaining wall renewal, Robertson Park landscaping and Bay Street landscaping.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement Open Space Capital Works Program for, with a target of 90% of projects to be completed or in construction by 30 June 2024.	30 June 2024.	Completed / Achieved 	On schedule	47 projects programmed; 94% (44/47) are Completed or In Progress (defined as construction having commenced). The most recent progress update is available in the April-June 2024 Capital Works report .


Strategy 7.1: Protect and maintain trees, streetscapes, natural landscapes and biodiversity including the protection and restoration of bushland areas.

Ref	Priority	Progress Comments
7.1.1	Plan and implement strategies and initiatives to enhance natural landscapes and systems and maintenance of trees.	<ul style="list-style-type: none"> In this period we achieved the following 37 street trees currently planted with another purchase of 123 trees to be planted in Q1 FY 24/25 24 park trees 195 trees in bushland 842 shrubs planted in bushland 2,054 groundcovers in bushland 73% of bushland is fully regenerated.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Continue to advocate, through Mayoral and GM Forums, including SSROC, for amendments to Ausgrid tree clearance requirements, with a view to reducing canopy loss.	Ongoing 30 June 2024.	Completed / Achieved 	On schedule	Continue to advocate, through Mayoral and GM Forums, including SSROC, for amendments to Ausgrid tree clearance requirements, with a view to reducing canopy loss. With the adoption of the UFS, this issue will again be raised with Ausgrid in the Ausgrid working party scheduled for Q1 of FY24/25.
Commence implementation of actions from the Urban Forest Strategy.	31 March 2024.	Completed / Achieved 	On schedule	The Urban Forest Strategy is now adopted. Recruitment of the Urban Forest Strategy team has progressed with the successful recruitment of the Project Manager and the Technical Officer. The recruitment of the Engagement Officer is in progress. Discussions with Nursery Companies have commenced with the intention to source tree stock for planting in the FY 24/25.
Prepare multi-year schedule of pruning for Hills Figs in streets and commence pruning program.	Ongoing 30 June 2024.	Completed / Achieved 	Complete	The Fig Management Plan is adopted and has been included as an addendum to the Tree Management Policy. The new clearances have been incorporated into our existing tree maintenance schedule. A consultant is now engaged to inspect all fig trees and prepare a tree pruning specification. Over 110 fig trees have been worked on this year.


Ref	Priority	Progress Comments
7.1.2	Implement a prioritised program of capital improvements to natural areas.	Capital improvements throughout our natural areas are implemented with the guidance of our asset register and Biodiversity Strategy. Examples of these works include the maintenance of the Cooper Park and Trumper Park ponds to remove sediment and plant further vegetation for improved water quality and water management. Throughout this period our Bush Regeneration staff continue to improve and revegetate Council's bushland.

Strategy 11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Recruitment of new parks maintenance team.	Recruitment complete by 15 December 2023.	Completed / Achieved 	Complete	There has been an active recruitment drive undertaken for this new team. All 5 positions are now filled with major improvements to high profile street gardens being completed. Some of the projects the team have undertaken in this period include Edgecliff Road and Newland Street Intersection, Vaucluse Bowling Club and Bay Street upgrade garden beds and Moncur and Jersey Road intersection.


Strategy 11.2: Secure Council's financial position.

Ref	Priority	Progress Comments
11.2.2	Achieve sustainable asset management through the integration of strategic asset planning with financial planning.	The reviewed Asset Management Plan for Open Spaces (playgrounds, fencing, multipurpose facilities) was adopted by Council on 28 November 2022 and continue to be updated.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Commence implementation of actions from Open Space & Trees service review.	30 September 2023.	Completed / Achieved 	Complete	The Open Space & Service Review was adopted by Council in November 2023. Funding to facilitate various actions was included in the September Budget review. Further expansionary items are included in the draft FY2024/25 Operational Budget. Items that have progressed this reporting period include the implementation of the Urban Forest Strategy and the investigation of the new tree database software.

Land & Building Services


Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Undertake feasibility study for potential rebuild of Holdsworth Centre.	31 March 2024.	Delays 	In Draft	Initial meeting with Holdsworth Centre completed. Brief for quotations being prepared.

Ref	Priority	Progress Comments
5.1.2	Implement a prioritised program of capital improvements to community facilities.	Capital works delivery is detailed in the April-June 2024 Capital Works report where detailed progress updates of individual projects is provided.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement Property & Projects Capital Works Program, with a target of 90% of projects to be completed or in construction by 30 June 2024.	30 June 2024.	Completed / Achieved 	Complete	41 projects programmed; 88% (36/41) are Completed or In Progress (defined as construction having commenced). The most recent progress update is available in the April- June 2024 Capital Works report .


Strategy 9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Cross Street Carpark Project- Attain Public Private Partnership (PPP) approval and finalise Project Development Agreement for the project.	28 February 2024.	Delays 	Preparations	A report was presented to Strategic & Corporate Committee in April 2024, confirming the withdrawal of the Consortium partner from the project. In accordance with Part D of the Council resolution, a consultant has been procured to undertake a Feasibility review of the project, which is expected to be reported back to Council in Q3 FY24/25.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Redevelopment of Wilberforce Avenue Car Park Rose Bay - Subject to approval of DA, undertake tender for engagement of construction contractor.	28 February 2024.	Delays 	Preparations	Tenders for the construction works have closed and are being assessed. The outcome will be reported to Council in Q1 of 2024/25.

Strategy 11.2: Secure Council's financial position.

Ref	Priority	Progress Comments
11.2.3	Maximise return from Council's commercial premises.	Review of commercial properties underway to identify potential opportunities for further development and/or income generating opportunities


Project / Deliverable	Due By	Status	Stage	Progress Comments
Complete tenders for car park management services and Kiaora Place management and enter new contracts for each.	30 April 2024.	Delays 	Preparations	Tenders for car parks management have closed and are being evaluated.

Ref	Priority	Progress Comments
11.2.4	Explore opportunities to leverage Council assets for commercial return.	As part of Council's review to maximise return from Council's commercial premises, opportunities to leverage Council assets for commercial return is being incorporated.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Complete the property holdings review commenced in 2022/23 and commence implementation of recommended actions.	29 February 2024.	Delays 	Preparations	Some Council properties are being assessed currently for development and / or income generating opportunities. Any development proposals identified will be submitted to the Assets Working Party for consideration & recommendation.


Transport & Engineering

Strategy 4.1: Encourage and plan for sustainable, high quality planning and urban design outcomes and place and enhance quality of life.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Continue to work with Ausgrid, and advocate through SSROC and State Government, to minimise the impact of electrical infrastructure on the public domain.	Ongoing, 30 June 2024.	Completed / Achieved 	On schedule	Manager Engineering Services is having ongoing discussions with Ausgrid on the issue. Council staff plan to advocate through SSROC and State Government, to minimise the impact of electrical infrastructure on the public domain.


Strategy 5.5: Renew and upgrade ageing infrastructure including roads, footpaths, stormwater drains and seawalls..

Ref	Priority	Progress Comments
5.5.1	Prepare and implement asset management plans for all classes of public infrastructure.	In 2024, Council's Infrastructure Assets have been revaluated to advise updated information on assets to assist in developing Council's five year Infrastructure Renewal Capital Works Forward Program. The program is reviewed annually and informs the annual Delivery Program and Operational Plan (DPOP).
5.5.2	Implement the Infrastructure Capital Works Programs for renewal for all classes of public infrastructure.	Capital works delivery is detailed in the April-June 2024 Capital Works report where detailed progress updates of infrastructure projects is provided.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement the Infrastructure Capital Works Program for renewal of all classes of public infrastructure with a target of 90% of projects to be completed or in construction by 30 June 2024.	30 June 2024.	Completed / Achieved 	On schedule	77 projects programmed; 94% (72/77) are Completed or In Progress (defined as construction having commenced). The most recent progress update is available in the April- June 2024 Capital Works report .

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

Ref	Priority	Progress Comments
6.1.1	Provide for sustainable, safe, convenient and efficient local movement of pedestrians, other alternative active transport and vehicles and support improved and accessible public transport.	The Woollahra Active Transport Plan is a visionary long term document which will guide investment and design decisions for the next 10-15 years for both walking and cycling, and includes designs for 10 high quality cycling and pedestrian projects. Individual projects adopted from the Woollahra ATP will be incorporated into the forward Capital Works Program.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Complete construction of Open Space Legacy Project – Bay Street Pedestrian Plaza.	31 December 2023.	Completed / Achieved 	Complete	The major project for FY23/24, Bay Street Pedestrian Plaza, is completed.

Strategy 6.3: Reduce traffic congestion, noise and speeding.

Ref	Priority	Progress Comments
6.3.1	Maintain public parking infrastructure, manage parking across the municipality and reduce vehicle speed and traffic congestion through the introduction of traffic management facilities.	Parking is reviewed by Council's Traffic & Transport Section on an on-going basis. Parking reports are prepared for the consideration of the Woollahra Traffic Committee and Council's Finance, Community and Services Committee. A review of the Resident Permit Parking area in Watsons Bay was undertaken in 2023 and was reported to Woollahra Local Traffic Committee in August 2023. Council then endorsed a trial permit parking scheme on 15 November 2023 and was implemented for the summer months. This trial permit parking scheme is now under review and Council staff are taking into consideration the new TfNSW Permit Parking Guidelines before reporting the matter to Traffic Committee in July 2024.

Strategy 11.2: Secure Council's financial position.


Ref	Priority	Progress Comments
11.2.2	Achieve sustainable asset management through the integration of strategic asset planning with financial planning.	A review of the Land Improvement (Retaining walls, Seawalls and Harbourside Structures), Transport, and Stormwater Asset Management Plans was undertaken to update the latest information, accordingly. This continuing process assists with the ability to effectively program the renewal of assets based on their condition ratings and then are incorporated into our future capital works program.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Asset revaluation for infrastructure and open space assets completed.	30 April 2024.	Completed / Achieved 	On schedule	A review of the Land Improvement (Retaining walls, Seawalls and Harbourside Structures), Transport, and Stormwater Asset Management Plans was undertaken to update the latest information, accordingly. This continuing process assists with the ability to effectively program the renewal of assets based on their condition ratings and then are incorporated into our future capital works program. An audit on all condition ratings to these assets was completed in June 2024. This report will now guide the revaluations for these assets and this process is expected to be completed in July 2024.
Review Asset Management Plans structure and methodology in preparation for development of new Asset Management Plans in FY2024/25.	30 April 2024.	Delays 	In draft	An audit on all condition ratings to retaining walls, seawalls and harbourside structures, transport, and stormwater assets was completed in June 2024. This report will now guide the revaluations for these assets and this process is expected to be completed in July 2024. All updated information will then be incorporated into each of the Asset Management Plans, accordingly.
Rollout bus shelter advertising in accordance with new contract.	29 February 2024.	Completed / Achieved 	On schedule	Civil works for the bus shelter rollout program is well underway with 50% of the sites completed, and the remaining sites in progress. It is anticipated that works will be completed by October 2024.

Development Assessment

Strategy 4.1: Encourage and plan for sustainable, high quality planning and urban design outcomes and place and enhance quality of life.

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

Project / Deliverable	Due By	Status	Stage	Progress Comments
Deliver development assessment processing times of 95 days and 117 days (net and gross mean) <i>Note: Net Mean is the total processing time which excludes the number of days the applicant is given to provide further information (Stop the Clock letter). Gross Mean is the overall processing time with no deductions.</i>	Ongoing, 30 June 2024.	Delays 	Under review	Q3 processing times not achieved (149 net mean days and 155 gross mean days). Q4 processing times not achieved (129 net mean days and 138 gross mean days). The average for the full FY23-24 was 156 net mean days and 164 gross mean days. The overall net and mean processing times in the 3rd and 4th quarters of FY23-24 have not met the benchmark requirement. The recommendations put forward in the DA Review process undertaken by Morrison Low have been adopted and put in place (i.e. new delegations model, face-to-face DARC meetings). It is anticipated that the benefit of these new recommendations will continue to improve overall processing times.

Workload and Productivity

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

Quarter	# DAs Lodged	# DAs Determined	# s4.55 Lodged	# s4.55 Determined
1st 2023/24	133	105	107	98
2nd 2023/24	121	147	102	110
3rd 2023/24	89	146	104	95
4th 2023/24	124	108	131	119

The following table shows both DAs and modification applications lodged and determined during the 3rd and 4th quarters of 2023/2024.

Quarter	Total Applications Received	Total Applications Determined
1st 2023/24	240	203
2nd 2023/24	223	257
3rd 2023/24	193	241
4th 2023/24	255	227

Decision makers

The following table shows where decisions on DAs (excludes s.4.55 applications) were made during the 3rd quarter.

Level of Delegation	Total # of DAs	% of Total	Approved	Refused
Staff	100	73.00%	80	20
Application Review Panel	25	18.25%	25	0
Application Assessment Panel	5	3.65%	5	0
Local Planning Panel	7	5.10%	7	0
Sydney Eastern City Planning Panel	0	0%	0	0
Total	137	100%	117	20

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

The following table shows where decisions on DAs (excludes s.4.55 applications) were made during the 4th quarter.

Level of Delegation	Total # of DAs	% of Total	Approved	Refused
Staff	70	72.20%	60	10
Application Review Panel	7	7.20%	7	0
Application Assessment Panel	2	2.00%	1	1
Local Planning Panel	18	18.60%	12	6
Sydney Eastern City Planning Panel	0	0%	0	0
Total	97	100%	80	17

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

Appeals

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

Quarter	Appeals Lodged
1st 2023/24	19
2nd 2023/24	14
3rd 2023/24	9
4th 2023/24	13

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

Turnaround Times

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

Measure	Avg. FY 2021/22	1st Qtr 2022/23	2nd Qtr 2022/23	3rd Qtr 2022/23	4th Qtr 2022/23	Avg. FY 2022/23	1st Qtr 2023/24	2nd Qtr 2023/24	3rd Qtr 2023/24	4th Qtr 2023/24	YTD Avg. FY 2023/24
Overall											
Net Mean	108	106	105	115	117	111	169	162	149	129	156
Gross Mean	124	124	129	140	144	135	177	167	155	138	164
Staff Delegated											
Net Mean	65	62	68	71	81	71	88	104	114	86	102
Gross Mean	81	76	86	97	100	90	90	109	118	92	107
ARP											
Net Mean	123	111	105	149	134	126	232	267	242	250	249
Gross Mean	151	131	151	182	173	159	242	277	249	256	258
AAP											
Net Mean	238	203	224	219	198	211	320	270	294	464	316
Gross Mean	288	267	238	266	288	265	327	286	342	464	331
LPP											
Net Mean	193	178	216	183	180	189	275	218	259	238	242
Gross Mean	223	229	248	225	227	232	288	231	270	260	257

The overall net and mean processing times in the 3rd and 4th Quarters of 2023-2024 have not met the benchmark requirement of a 15% reduction in net and gross mean processing times based over the past three years of activity. This benchmark equates to 95 and 117 days, respectively.

This can be attributed to the following factors:

1. Referral turnaround times remain high, directly affecting processing times.
2. While the proportion of applications determined under Staff delegation has been increased over the 3rd and 4th Quarters to 73% and 72.2%, a large number of applications determined were the backlog of overdue referrals. These have a direct influence on the overall processing times.
3. Although the proportion of applications being determined via LPP has been reduced over the 3rd and 4th Quarters to 5.1% and 18.6%, more than one third (8 out of 25) of the applications determined were aged applications in that period.
4. A significant number of determined applications, totalling 111, were aged applications (>250 days) over the financial year period, with the oldest being 1,410 days. These have a direct influence on the overall processing times.
5. The number of Class 1 appeals remains high. The handling of appeal cases has taken up significant time from assessment officers as well as referral officers dealing with DA assessment.

Outcomes

The following positive outcomes were achieved in the reporting period:




- The productivity of Development Assessment in terms of processing DAs and related applications including case handling of Class 1 appeals has been high.
- Successful planning outcomes have been achieved in Class 1 appeals either by amended plans in s34 conciliation or the appeal being dismissed by the Court.
- The DA processing times for applications determined via staff delegation and LPP have improved over the 4th quarter when compared to the 3rd quarter. This results in an overall improvement within the same period.
- A significant number of aged applications (>250 days), have been cleared.
- The recommendations put forward in the DA Review process undertaken by Morrison Low have been adopted and put in place (i.e. new delegations model, face-to-face DARC meetings). It is anticipated that the benefit of these new recommendations will continue to improve overall processing times.










Strategic Planning, Heritage Conservation & Place




Strategy 4.1: Encourage and plan for sustainable, high quality planning and urban design outcomes and place and enhance quality of life.



Ref	Priority	Progress Comments
4.1.1	Ensure that Council's strategic planning framework, Local Environmental Plans and Development Control Plans are regularly reviewed, are consistent with relevant Metropolitan plans and provide a planning and compliance framework which will result in appropriate high quality development and incorporates community concerns and ideals.	<p>During this reporting period, our priorities were to:</p> <ol style="list-style-type: none"> 1. Finalise both the Edgecliff Commercial Centre and Double Bay Centre planning and urban design strategies, and report them to Council late 2023 / early 2024. 2. Progress planning proposals to enact the Edgecliff Commercial Centre and Double Bay Centre planning and urban design strategies. 3. Advocate to the NSW Government against the proposed package of reforms contained in the low and mid-rise housing policy. 4. Assess and progress proponent-led planning proposals, including 136-148 New South Head Road, Edgecliff and Old South Head Road / Abermarle Avenue, Rose Bay. 5. Prepare amendments to the Woollahra DCP 2015 e.g. for excavation, and basketball/sports courts and site specific amendments e.g. 252-254 New South Head Road. 6. Progress the Paddington Public Domain Strategy.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Assessment of all Proponent Initiated Planning Proposals in accordance with Statutory requirements	Ongoing, 30 June 2024.	Complete / Achieved 	Complete	Consistent with the specifications in the DPHIs Local Environmental Plan Making Guideline, Council staff endeavour to progress planning proposals in accordance with the identified timelines.
Establish development controls for Substations & Electrical Infrastructure. [NOM 14/02/22]	31 December 2023.	Complete / Achieved 	Complete	On 14 August 2023, Council resolved to exhibit amendments for Substations and Electrical Infrastructure. These were on exhibition from 5 September to 8 October 2023, and endorsed by Council on 15 November 2023. These came into effect on 8 December 2023.
Establish development controls for private Basketball Courts in residential zones.	30 June 2024.	Complete / Achieved 	Awaiting commencement date	The exhibition of the proposed amendments to the Woollahra DCP 2015 closed on 2 June 2024. A post exhibition report was tabled at a Council meeting in July 2024, and the amended controls will come into force on 26 July 2024.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Report to Council on the Implementation strategy for the Edgecliff Commercial Centre , including planning proposal development control plan and public domain plan. (UPC delegated 16/11/2015)	30 September 2023.	Complete / Achieved 	Post-exhibition review; next step is a report to a meeting of Council	At its meeting on 29 April 2024, Council resolved to adopt the Edgecliff Commercial Centre Strategy, subject to modifications. The amended Strategy is available on Councils website. Council staff are currently assessing the implications of the NSW Government's recently proposed reforms prior to progressing the planning proposal that implements the Edgecliff Strategy.
Prepare a site specific Development Control Plan to strengthen Protections for Character Buildings [NOM 14/02/2022]	30 June 2024.	Complete / Achieved 	Complete	A report on this matter was considered by EPC on 4 September 2023, and on 11 September 2023 Council resolved to remove controls for character buildings in the Double Bay Centre, and initiate a heritage study for the Rose Bay Centre.
Exhibit amended planning controls to increase the minimum lot size to construct an attached dual occupancy development in the R2 Low Density Residential Zone to 800m2, (which on 22/02/2021 Council Resolved to increase the minimum lot size from 800m2 to 1200m2).	31 March 2024.	Delays 	Preparations; next step is a report to Council when response received from DPHI	The DPHI are currently progressing reforms to low and mid rise housing, which will set minimum lot sizes for dual occupancies in the R2 Low Density Residential zone. We anticipate that this will be a minimum lot size of 450sqm. Staff will report to Council on this matter when the reforms are finalised, as they will inform the outcome of this project.
Prepare site specific development controls for 252-254 New South Head Road, Double Bay	30 September 2023.	Complete / Achieved 	Complete	A Draft site specific DCP was considered by EPC on 5 June 2023 and Council resolved to place the draft DCP on exhibition on 26 June 2023. The exhibition took place from 19 July to 18 August 2023. The submissions were considered by the EPC meeting of 3 October 2023, and on 9 October Council resolved to approve the DCP. The new controls commenced on 27 October 2023.



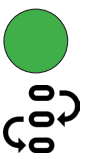
Project / Deliverable	Due By	Status	Stage	Progress Comments
Finalise Planning Proposal and amendments to the Development Control Plan (post-exhibition) for 136-148 New South Head Road, Edgecliff	31 March 2024.	Complete / Achieved 	Post-exhibition review; next step is a report to a meeting of Council	On 17 May 2024, the planning proposal was finalised and the amendment to the Woollahra LEP 2014 is now in force. It is anticipated that a report on the site specific DCP will be reported to a meeting of Council in August 2024.
Report to Council on the Paddington Public Domain Strategy outcomes.	30 June 2024.	Delays 	In draft	In November 2023, Council staff appointed consultants Spackman Mossop Michaels to progress this project. Since that time, staff have carried out a range of key stakeholder meetings and circulated an initial draft. This draft was presented to the Paddington HCA Working Party on 13 June 2024 for review. A number of matters were discussed and a further meeting will take place with the Paddington HCA Working Party to progress the document.
Implement amendments to planning controls as a consequence of excavation, Subterranean building and dewatering in Double Bay (CR 25/02/2019) & Prepare a further report to limit excavation and dewatering in the most impacted zones in the Double Bay Floodplain (CR 25 October 2021)	30 June 2024.	Delays 	Awaiting decision of Council	On 3 June 2024 the EPC considered a report on the hydrogeological and geotechnical study of the Rose Bay area undertaken by GHD, and on 11 June Council resolved to defer the matter to a future meeting of Council.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Local Planning Panel excavation report [NOM from EPC of 07/08/23]	30 June 2024.	Complete / Achieved 	Preparations; next step is a post-exhibition report to a meeting of Council	This matter was reported to Council in June 2024, where the staff recommendation for amendments to the Woollahra DCP 2015 was supported for exhibition. A post exhibition report will be tabled to a meeting of Council in August 2024.
Write to the Minister & DPIE (with supporting planning evidence) seeking an exemption from the provision of SEPP Housing for Seniors or People with a Disability 2004, and provide an update report.	30 June 2024.	Complete / Achieved 	Preparations; next step is a post-exhibition report to a meeting of Council	A report was considered by Council in July 2024 which proposed amendments to the Woollahra DCP 2015 to strengthen controls relating to seniors housing development. This matter will be placed on exhibition in July/August 2024, and a post exhibition report will be considered by Council in the second half of 2024.
Planning Proposal for 488-492 Old South Head Road & 30 Albemarle Avenue, Rose Bay	30 June 2024.	Complete / Achieved 	Awaiting external gateway approval	A Gateway determination was issued on 23 February 2024 stating that the planning proposal should proceed for exhibition, subject to conditions. The planning proposal was exhibited from 2 April 2024 to 7 May 2024. The Sydney Eastern City Planning Panel is considering public submissions on the planning proposal prior to making a decision about whether the planning proposal should proceed to finalisation. If supported, the planning proposal will be finalised by the DPHI. To support the controls contained in the planning proposal, Council staff prepared a site specific DCP. This was on exhibition in May/June 2024 and a post exhibition report was considered by Council in July 2024 where Council resolved to endorsed the site specific DCP (with amendments).





Project / Deliverable	Due By	Status	Stage	Progress Comments
Planning Proposal for 8-10 New McLean Street, Edgecliff	30 June 2024.	Complete / Achieved 	Awaiting external gateway approval; possible next steps pending that decision	This proponent initiated planning proposal was lodged on 11 August 2023. It seeks consent for revised building height, floor space ratio and additional permitted use controls at 8-10 New McLean Street, Edgecliff. The matter was considered at the Council meeting of 11 March 2024, where Council resolved not to support the planning proposal. In January 2024, the proponent lodged a rezoning review, which was heard by the Sydney Eastern City Planning Panel on 28 February 2024. They resolved to commission an independent planning and urban design study to determine an appropriate built form scale on the site. This study will be returned to the panel in August 2024. Subject to the outcomes of this process, Council staff will prepare a site specific DCP.
Employment Zone reforms	30 June 2024.	Complete / Achieved 	Complete	Draft Woollahra DCP (Amendment No. 24) Employment Zones Reforms was on exhibition from 13 March 2024 to 14 April 2024. Council resolved to approve the draft DCP on 13 May 2024 and on 31 May 2024 the amendment took effect.





Strategy 4.2: Conserving our rich and diverse heritage.





Ref	Priority	Progress Comments
4.2.1	Implementation of the Heritage Gap Analysis which includes maintaining a program of heritage research and potential new conservation areas and heritage items.	During this reporting period, our priorities were to: <ol style="list-style-type: none"> 1. Progress the Edgecliff Commercial Centre Heritage Study and Rose Bay Schools study and forward these to the DPHI to facilitate public exhibition. 2. Finalise the Double Bay Heritage Study, Leslie Wilkinson Study and Lapin House Study. 3. Finalise the places of worship planning proposals. 4. Progress with consultants the Modern study, Interwar flat buildings study, Rose Bay Centre study, Oxford Street study and Significant Architects study. 5. Prepare an RFQ for the arts and craft study. 6. Review the heritage significance of the Cooper Park Garage.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Finalise Planning Proposal for places of worship in the Woollahra Local Government Area [NOM 8/04/19]	31 March 2024.	Complete / Achieved 	Complete	A planning proposal to list four places of worship was endorsed by Council on 27 March 2023 (The Sydney Chevra Kadisha, Paddington Church of Christ, St Andrews Scots Presbyterian Church, and Vaucluse Uniting Church). The planning proposal was exhibited between 19 July 2023 and 18 August 2023. On 11 September 2023 Council considered a post exhibition report, and resolved to approve the proposed heritage listings. Woollahra LEP 2014 Amendment No. 35 to list four Places of Worship on Schedule 5 of the Woollahra LEP 2014 was finalised and implemented on 24 May 2024.
Investigate the potential heritage significance of the St George Church, Rose Bay	30 June 2024.	Complete / Achieved 	Complete	A planning proposal to list the St George Greek Orthodox Church was endorsed by Council in August 2023 and Gateway Approval was received on 18 October 2023. The planning proposal was on exhibition from 15 November to 17 December 2023, and Council considered a post exhibition report in February 2024. The St George Greek Orthodox Church was listed as a heritage item in the Woollahra LEP 2014 on 28 June 2024.
Report to Council on an assessment of heritage significance for Old School Hall, Rose Bay Public School, Albemarle Ave, Rose Bay, and McAuley Catholic School and outbuildings (formerly Christian Brothers College Rose Bay) (CR 8/04/19)	31 March 2024.	Complete / Achieved 	Awaiting external gateway approval; next step is public exhibition	In June 2023 heritage consultants Artefact were engaged to progress this study. The recommendations were to list two buildings (Building E at Rose Bay PS, and the former Christian Brothers College building at McAuley Catholic Primary School) as heritage items on the Woollahra LEP 2014 Schedule 5. A planning proposal was presented to the WLPP on 18 April 2024, and on 13 May 2024. Council resolved to support the planning proposal being submitted to the DPHI for Gateway determination to allow public exhibition. Subject to the conditions of the Gateway determination, it is anticipated that the planning proposal will commence exhibition in August 2024.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Finalise Planning Proposal for the heritage listing of Wilkinson buildings. (CR 24/11/14)	30 September 2023.	Complete / Achieved 	Complete	A planning proposal to list five Wilkinson buildings as local heritage items was reported to the Woollahra LPP in September 2022, and Council resolved to proceed with the planning proposal in October 2022. A Gateway determination was issued on 12 December 2022 to allow public exhibition which took place from 8 February to 10 March 2023. A post exhibition report was considered by the EPC on 1 May 2023, and on 8 May 2023 Council resolved to finalise the planning proposal. The five sites were gazetted as local heritage items in the Woollahra LEP 2014 on 22 March 2024.
Finalise Planning Proposal for new heritage items in the Double Bay Centre (CR 26/04/2021)	31 March 2024.	Complete / Achieved 	Complete	In February 2022 Council staff engaged heritage consultants LSJ to undertake a Heritage Significance Assessment of buildings in the Double Bay Centre. The assessment report and accompanying planning proposal were presented to the WLPP on 13 December 2022 for advice. The WLPP advised Council to proceed with the planning proposal and the planning proposal was endorsed by Council on 27 March 23. The planning proposal was on exhibition from 16 August to 5 September 2023. A post exhibition report was considered by Council in November 2023, where Council resolved to finalise the planning proposal. The finalisation of the planning proposal took place on 19 July 2024.
Heritage Listing of Lapin House, Rose Bay	31 March 2024.	Complete / Achieved 	Complete	At the meeting of 11 September 2023, Council resolved to proceed with a planning proposal to list Lapin House as a heritage item. The planning proposal was on exhibition from 24 October to 21 November 2023. In December 2023, Council resolved to finalise the LEP. The finalisation of the planning proposal took place on 19 July 2024.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Preparation of Edgecliff Centre heritage study and planning proposal for implementation.	31 December 2024.	Complete / Achieved 	Awaiting external gateway approval; next step is public exhibition	In 2022, GML were appointed to prepare the Edgecliff Commercial Centre Heritage Study. The planning proposal was presented to the WLPP on 20 October 2024, and in April 2024 Council resolved to support the planning proposal (in part) and submit for a Gateway determination to allow public exhibition. It is anticipated that the planning proposal will be placed on exhibition in August 2024. With regards to 4 Oswald Street ('Gruzman House'), Council resolved to consider listing this property following a site inspection. Council staff are in the process of facilitating a site inspection.
Report to Council on the assessment of heritage significance of 543-549 Glenmore Road, Edgecliff. (CR 5 July 2021)	30 September 2023.	Complete / Achieved 	Awaiting external gateway approval; next step is public exhibition	This project was rolled into the broader Edgecliff Commercial Centre Heritage Study which was endorsed by Council in April 2024 to submit to the DPHI requesting a Gateway determination. It is anticipated that the planning proposal to list these properties as heritage items will be placed on exhibition in August 2024.
Modern Heritage Study	Commence by 30 June 2024.	Complete / Achieved 	Preparations	In November 2023, Council staff appointed heritage consultants GML to progress the Modern Study which is being addressed in different stages across 2024 and 2025 as part of the program identified in the Heritage Gap Analysis. Site visits have occurred (where possible). It is anticipated that further consultation with the relevant landowners will occur in the second half of 2024, before progressing a report to a meeting of the WLPP and/or Council.
Inter-War Flat Buildings Heritage Study.	Commence by 30 June 2024.	Complete / Achieved 	In draft	In November 2023, Council staff appointed heritage consultants GML to prepare a Thematic Study of Interwar Flat buildings in the Woollahra LGA which would act as a foundation for studies of Inter-War Flat Buildings. The complete study is now finalised and will soon be uploaded to Council's website.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Significant Architects study [NOM 09/12/2019]	Commence by 30 June 2024.	Complete / Achieved 	Preparations	In November 2023, Council staff appointed heritage consultants Robertson & Hindmarsh to progress one element of the Significant Architects Study which is being addressed in a series of projects across 2024 and 2025 as part of the program identified in the Heritage Gap Analysis. The consultants are reviewing an initial list of sites which was prepared by Council staff, based on a number of resources. Subject to the recommendations of the Study, it is anticipated that consultation with the relevant landowners will occur in the second half of 2024, before progressing a report to a meeting of the WLPP or EPC. Further briefs are currently being prepared for additional projects in this series, and it is expected that these briefs will be circulated by the end of 2024.
Report on future heritage listing of arts and crafts buildings. (CR 11/11/2019)	Commence by 30 June 2024.	Delays 	Preparations	Council staff received consultant fee proposals in response to an RFQ. Staff are anticipating appointing a consultant to progress the arts and crafts study in July 2024. Depending on the recommendation of the study, is anticipated that the results of this study will be reported to the WLPP and/or Council in the first half of 2025.
Heritage Listing of Cooper Park Garage [NOM 14/06/2022]	Commence by 30 June 2024.	Complete / Achieved 	Complete	The heritage significance assessment of the site was prepared by council staff and presented to a meeting of the EPC on 2 April 2024 with a recommendation not to progress with heritage listing. Council resolved on 8 April 2024 not to progress with the listing and to close the NOM.
Oxford Street Heritage Study [NOM 23/08/2021] & 2a-14a Queen Street, Woollahra Heritage Study (Centennial flat building) [NOM 25/10/2021].	Commence by 30 June 2024.	Complete / Achieved 	Preparations	Lisa Trueman Heritage Consultant has been appointed to undertake this heritage study in conjunction with 2A Queen Street (Centennial Flats). Depending on the recommendation of the study, is anticipated that the results of this study will be reported to the WLPP and/or EPC in the second half of 2024.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Rose Bay Centre Heritage Study	Commence by 30 June 2024.	Complete / Achieved 	Prep- arations	In March 2024, TKD Architects were engaged to undertake the Rose Bay Centre Heritage Study. Depending on the recommendation of the study, is anticipated that the results of this study will be reported to the WLPP and/or Council in the second half of 2024.
Provide a report on the further protection of secondary wings on contributory and heritage items in the Darling Point HCA (CR 25 October 2021)	30 June 2024.	Not Yet Commenced 	Awaiting commence- ment date	Subject to other priorities, project will occur in the second half of 2024 as part of the program identified in the Heritage Gap Analysis.
Progress a single chapter of the WDCP 2015 dedicated to heritage conservation (including contributory items) (CR 1/10/2022)	30 June 2024.	Not Yet Commenced 	Awaiting commence- ment date	A report outlining options to Council to enhance Woollahra's planning instruments with respect to the demolition of contributory items was reported to the EPC meeting of 4 October 2022, and on 31 October 2022 Council resolved to progress a single chapter of the WDCP 2015 dedicated to heritage conservation (including contributory items). Subject to other priorities, this project will progress as a medium priority action under the Heritage Gap Analysis.
Heritage assessment of 3 Eastbourne Road, Darling Point (CR 8/5/2023)	30 June 2024.	Complete / Achieved 	Complete	On 8 May 2023, Council resolved that staff investigate the heritage significance of Moorgate in Darling Point. This was completed by Robertson and Hindmarsh, which concluded that the building did not meet the criteria for heritage listing. On 10 July 2023 Council resolved to take no further action on this matter.




Strategy 4.3: Sustaining diverse housing choices in planned locations that enhance our lifestyles and fit in with our local character and scenic landscapes.

Ref	Priority	Progress Comments
4.3.1	Ensure Council's planning documents and strategies support high quality housing and housing diversity which is consistent with the strategic thinking of Council in relation to planned infrastructure, services and locational issues.	During the reporting period, this priority was addressed by finalising the Edgecliff Planning & Urban Design review, and progressing the planning proposals.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Preparation of a sub- regional approach to affordable housing (with Waverley and Randwick Councils)	31 March 2024.	Delays 	Preparations	A report on this matter was considered by EPC on 3 April 2023, and endorsed by Council on 11 April 2023. Since this time, Council staff have been working with staff from Waverley and Randwick Councils to progress a joint discussion paper. It is anticipated that a report on this matter will be reported to a Council meeting in the second half of 2024.
Report to Council on the Implementation strategy for the Double Bay Urban Design Strategy Planning Proposal, development control plan and public domain plan.	30 September 2023	Complete / Achieved  	Preparations	At its meeting on 27 November 2023, Council resolved to adopt the Double Bay Strategy, subject to modifications. In December 2023 the Strategy was finalised and available on Councils website. The planning proposal implementing the Double Bay Strategy will be reported to a meeting of the WLPP. Subsequently, the advice of the WLPP will be reported to a meeting of Council. However, prior to finalising a date of the WLPP, Council staff are considering the implications of the package of reforms being proposed as part of the Low-and mid-rise housing policy.



Strategy 4.4: Facilitate safe and active local centres which increase local activity, balance tourism demands with the impact on the community and are in line with local character.

Ref	Priority	Progress Comments
4.4.1	Ensure Council's planning strategies and controls support and promote appropriate development and activities in business centres.	During the reporting period, this priority was addressed by the finalising the Edgecliff Strategy. It was endorsed, subject to amendments, at Council in April 2024. Both the adopted Double Bay Strategy and Edgecliff Strategy will guide appropriate development in two of our business centres.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Finalise the Double Bay Centre Planning Proposal and Development Control Plan	30 April 2024.	Delays 	Preliminary investigation / Scope of works	At its meeting on 27 November 2023, Council resolved to adopt the Double Bay Strategy, subject to modifications. In December 2023 the Strategy was finalised and available on Council's website. The planning proposal implementing the Double Bay Strategy will be reported to a meeting of the WLPP. Subsequently, the advice of the WLPP will be reported to a meeting of Council. However, prior to finalising a date of the WLPP, Council staff are considering the implications of the package of reforms being proposed as part of the Low-and mid-rise housing policy.
Finalise the Edgecliff Centre Planning Proposal and Development Control Plan	30 April 2024.	Delays 	Awaiting commencement date	At its meeting of 29 April 2024, Council resolved to adopt the Edgecliff Strategy, subject to modifications. Council staff are currently preparing a planning proposal and draft DCP to enact the endorsed Edgecliff Commercial Centre Planning and Urban Design Strategy. Prior to finalising a date of the WLPP, Council staff are considering the implications of the package of reforms being proposed as part of the Low-and mid-rise housing policy.
Prepare and adopt an Affordable Housing Scheme for Edgecliff Commercial Centre.	30 April 2024.	Delays 	Preparations	Council staff are working with our nominated consultant to prepare a scheme that will accompany the planning proposal for the Edgecliff Commercial Centre.

Strategy 9.1: Collaborating to achieve great placemaking outcomes in our local centres which are hubs for jobs, shopping, dining, entertainment, and community activities.

Ref	Priority	Progress Comments
9.1.1	Encourage economic development in business and retail centres and implement Council's adopted Place Plans.	During this reporting period, our priorities were to: <ol style="list-style-type: none"> 1. Investigating a Local Approvals Policy. 2. Ongoing management of our placemaking and business sector grants program. 3. Meeting with businesses along Queen Street to progress ideas for Woollahra 2025. 4. Appointing contractor to manage the Christmas decorations for 2024/2025 and 2025/2026.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Prepare and adopt a Woollahra Local Approvals Policy .	31 December 2023.	Delays 	Preliminary investigation / Scope of works	During this reporting period Council staff researched a range of other Councils policy in relation to A Frames and prepared a draft for further internal consultation meetings with Open Streets, Property and Projects, Compliance and Regulations. It is anticipated that a report will be presented to a meeting of Council in the second half of 2024.
Improve the amenity in Peaker Lane, Woollahra between Spicer Street and Holdsworth Street including consulting with affected property owners in Peaker Lane for a contribution toward the total costs improvements, noting the \$30,000 allocated by Council in the 2023/24 budget.	31 December 2024.	Delays 	Preparations	Council staff have undertaken a preliminary assessment and will commence liaising with affected businesses in the second half of 2024. Necessary improvements to business properties will need to be undertaken before public works can commence.

Strategy 11.2.1 Effective management of Council's finances.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Prepare and adopt a s7.12 Development Contributions Plan.	30 April 2024.	Complete / Achieved 	Complete	Following Council's resolution on 11 October 2023, staff implemented the revised condition of consent for section 7.12 development contributions. This has allowed us to collect increased 7.12 contributions from 4.55 modifications and consecutive applications which have increased the cost of works. In addition, Council staff exhibited changes to the Woollahra Section 7.12 Development Contributions Plan 2022 from 8 May- 9 June 2024 to provide for an annual update to the works schedule and improve the calculation of contributions. The plan was finalised on 5 July 2024, and is now in force. All outstanding actions have been addressed.

Compliance

Strategy 4.5: Ensure that planning and building requirements are promoted and complied with.

Ref	Priority	Progress Comments
4.5.1	Council provides cost effective and timely building certification service	<p>Council provided the following building certification services for the half year to 30 June 2024;</p> <ul style="list-style-type: none"> 3 construction certificate applications (CC) were received with 2 being determined, representing a market share of 1%; 2 complying development certificate applications (CDC) were received with 2 being determined; Council was appointed the Principal Certifier for 4 projects, representing a market share of 4%.
4.5.2	Council provides an effective response to unauthorised uses and works.	<p>For the half year to 30 June 2024 Council's Building Control staff;</p> <ul style="list-style-type: none"> Received 274 customer requests and finalised 286; Served 19 'Notices of intention to give an Order'; Served 20 Orders;

Strategy 5.3: Provide and maintain clean, attractive, accessible, connected and safe parks, sportsgrounds, foreshore areas and other public spaces and infrastructure such as roads, footpaths, bicycle facilities, stormwater drains and seawalls.

Ref	Priority	Progress Comments
5.3.3	Provide seasonal lifeguard services to Camp Cove Beach.	<p>Council provides a casual lifeguard service at Camp Cove Beach between October and April. The service operates on an as needs basis and may be closed due to inclement weather.</p>

Strategy 6.2: Management of public parking on-street and off-street.

Ref	Priority	Progress Comments
6.2.1	Provide parking enforcement services.	<p>Routine proactive parking patrols are undertaken across the LGA daily, as well as responding to customers' specific requests and proactive patrols of illegal parking at schools.</p> <p>During the half year to 30 June 2024;</p> <ul style="list-style-type: none"> 22,272 street parking infringements were issued for various offences 2,510 infringements were issued in Council car parks.

Strategy 72: Support cleaner, healthier waterways including improved water quality and healthy water catchments, creeks and harbour.

Ref	Priority	Progress Comments
72.5	Take appropriate and timely action in response to pollution incidents.	<p>During the reporting period Council's Rangers investigated the following customer requests with regard to building sites;</p> <ul style="list-style-type: none"> • 16 requests for air pollution issues, including dust related matters; and • 28 requests for sediment control / water pollution issues including building site discharges, wash-downs and spills.

Strategy 73: Monitor and respond appropriately to environmental and public health matters that impact community health and safety.


Ref	Priority	Progress Comments
73.1	Ensure compliance with food, animal and pool safety and environmental health matters	<p>At the end of the half year to 30 June 2024 there were 377 recorded food premises in the LGA. The following food control activities were completed during the half year;</p> <ul style="list-style-type: none"> • 198 primary inspections were carried out; • 9 re-inspections were carried out; • 2 food notices/orders were issued; • 21 customer requests were investigated; and • 0 penalty infringement notice was issued. <p>For the half year to 30 June 2024 Council's Health Premises and Fire Safety registers confirmed the following;</p> <ul style="list-style-type: none"> • 131 health premises were recorded; • 4 health premises inspections were carried out; • 65 regulated cooling tower/warm-water systems were recorded; and; • 688 complete annual fire safety statements were lodged with Council. <p>For the half year to 30 June 2024 the following activities were carried out pursuant to Council's swimming pool safety program;</p> <ul style="list-style-type: none"> • 41 swimming pool inspection requests were determined; • 4 swimming pool exemption applications were determined; • 1 swimming pool fencing customer request was logged; and • 0 swimming pool fencing notices/orders were issued.



Governance


Strategy 2.1: Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.

Ref	Priority	Progress Comments
2.1.2	Respond to calls for Office of Local Government submissions and collaborate with different levels of the government to help us achieve our community's aspirations for the LGA	Submissions are prepared as required in response to the Office of Local Government and/or industry wide calls for submissions. This included: <i>Standing Committee on State Development - Inquiry into the ability of local governments to fund infrastructure and services March 2024</i> : Whilst Woollahra Council did not make its own submission to this inquiry, it did take part in the development of two submissions, one being from the Southern Sydney Regional Organisation of Councils and one from Local Government Professionals NSW. The General Manager, (in his capacity as Vice President of LG Professionals), was invited to give evidence at a hearing for this inquiry, which was held on Wednesday 29 May 2024. The General Manager provided evidence at the hearing alongside the President of LG Pro and the Director City Performance at Bayside Council.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Council is informed of submission opportunities and makes timely submissions.	Ongoing throughout the year, 30 June 2024.	Completed/ Achieved 	Complete	Submissions were made on: <ul style="list-style-type: none"> <i>House of Representatives Standing Committee on Regional Development, Infrastructure and Transport – Inquiry – Australia's Local Government Sustainability – May 2024.</i> <i>Low & Mid-Rise Housing Planning Reforms & New Housing Targets.</i> One of the most dramatic planning changes to impact NSW in recent decades (being the low and mid-rise housing reforms), Council's submission was presented to Council's Environmental & Planning Committee (EPC) on 3 June 2024 and was then subsequently reported to Council on 11 June 2024.


Strategy 10.1: Encourage inclusive community participation and build respectful relationships through engagement and input into decision making.

Ref	Priority	Progress Comments
10.1.2	Ensure our suite of integrated planning and reporting documents are in plain language, meet legislative requirements and enable us to report on Council's performance to the community.	The draft Long Term Financial Plan 2024/25- 2033/34 and draft Operational Plan 2024/25 were placed on public exhibition from 30 April to 29 May 2024, with 3 community pop-ups held in Rose Bay, Paddington and Double Bay. The Plans were considered by Council and adopted 24 June 2024 for implementation from 1 July 2024.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Council's Operational Plan for 2024/25 is developed and adopted by Council.	30 June 2024.	Completed/ Achieved 	Complete	The Operational Plan 2024/25 was adopted by Council on 24 June 2024 for implementation from 1 July 2024.

Strategy 11.3: Ensure effective and efficient governance and risk management.

Ref	Priority	Progress Comments
11.3.1	Maintain a strong governance framework that facilitates transparent and democratic decision-making and provide effective support to manage the efficient operation of Council and other Committee meetings in an open, transparent and accountable manner.	Council, Committee and Panel meetings continue to be held as per the meeting schedule and promote openness, transparency and accountability in Council decision making processes.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Preparation for Councillor Candidate Information Sessions and Councillor Induction Program for the 2024 Local Government Elections are completed.	30 June 2024.	Completed/ Achieved 	Complete	Councillor Induction Program planning is well advanced, with dates and programming having been scheduled and external presenters booked for sessions. Completed other than final agreement as to dates and timing.

Ref	Priority	Progress Comments
11.3.2	Ensure corporate risks are managed appropriately to reduce the likelihood of any adverse impacts to Council or the community.	Following an external independent assessment of Council's Risk Management a Risk Improvement Roadmap was developed. As part of this, a full review and refresh of Council's operational risk register was undertaken. Further, Council's Executive Leadership Team have developed Council's Strategic risk Register which will be reviewed with Councillors at a workshop in the third quarter of the 2023/24 Financial Year prior to presentation to Council for adoption.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Internal Audit of Council's Workplace Health & Safety Management System completed and presented to Council's Audit, Risk & Improvement Committee (ARIC)	31 December 2023.	Completed/ Achieved 	Complete	Procurement activity completed and external provider selected in late June 2024 for the completion of the first internal audit. Expecting completion of the first internal audit by the end of August 2024 and the other by the end of December 2024.
Internal Audit of Council's Cyber Security measures and controls are completed and presented to Council's Audit, Risk & Improvement Committee (ARIC)	31 March 2024.	Delays 	Preparations	Delayed at the AO Report on released on 26 March 2024. Data Breach Policy approved by GM on 1 March 2024. Education to be provided at Executive Managers Meeting in first quarter of 2024-25.
Finalise Council's Enterprise risk registers and present to Council.	30 September 2023.	Delays 	Preparations	Meetings to occur with Directors and Managers in July 2024, then to Council for adoption when the new Council is elected. This is likely to be in late 2024 or early 2025.


Corporate Services

Strategy 10.1: Encourage inclusive community participation and build respectful relationships through engagement and input into decision making.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement reporting of expenditure for the Special Rate Variation funded projects of \$48million in Council's Annual Report.	30 June 2024.	Completed/ Achieved 	Complete	Council has commenced work on a number of projects funded by Council's Special Rate variation. Expenditure on these will be included in Council's Annual Report which will be finalised by 30 November 2024.

Strategy 11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Complete Council's Information Technology Architecture Strategy to support Council's digital transformation and support the best customer experience.	30 June 2024.	Delays 	Preliminary investigation / Scope of works	Delivery delayed due to priority IT projects and resourcing constraints with the vacancy of a key IT position. Creation of an Enterprise Architecture Strategy remains a priority for urgent development and adoption.
Rollout Council's key ICT Strategy project of the Office 365 operating system.	31 March 2024.	Completed/ Achieved  	Complete; rollout of additional apps due in Q1 FY2024-25	Microsoft 365 Applications and Services have been delivered across Council to great success, driving transformative change from legacy on-premise applications to modern, cloud-first systems. This project has seen the introduction of Microsoft Entra for Cloud Identity, Exchange Online for Email, Authenticator for Multi-Factor Authentication, Teams for Telephony and Collaboration, and OneDrive for Storage and Collaboration. Microsoft Intune & Autopilot, and the desktop applications Microsoft Word, Office, Outlook, and Powerpoint are in active testing with release scheduled by September 2024 to conclude the project.


Project / Deliverable	Due By	Status	Stage	Progress Comments
Undertake system penetration testing to support Council's Cyber Security program.	28 February 2024.	Completed/ Achieved 	Complete	Tesserent Pty Ltd was engaged in February 2024 and completed penetration testing of Council's external facing systems in March 2024. Their final report was tabled at the May Digital Transformation Steering Committee and the June meeting of the ARIC.

Ref	Priority	Progress Comments
11.1.3	Maintain a high performing workforce that is responsive to the needs of the community and the organisation	Council focused on strengthening leadership capabilities, enhancing resilience and conflict resolution skills with a number development activities. Rewards and benefits are being reviewed to support Council's recruitment strategies and to attract top talent. Training participation was high with 450 staff attending face to face training and further 94 online. Financial year to date turnover was 13.3%

Project / Deliverable	Due By	Status	Stage	Progress Comments
Council's Workforce Management Strategy is reviewed, updated and presented to Council for noting.	30 June 2024.	Completed/ Achieved 	Complete	The draft Workforce Management Strategy 2024/25- 2028/29 was considered by Council and endorsed 24 June 2024 for implementation from 1 July 2024.

Strategy 11.2: Secure Council's financial position.


Ref	Priority	Progress Comments
11.2.1	Effective management of Council's finances.	Council's Long Term Financial Plan (LTFP) will next be updated to incorporate the December 2024 Quarterly Budget Review and the Draft 2025/26 Budget. The updated draft LTFP will be presented to Council in March/April 2025 for consideration prior to being placed on public exhibition for community feedback.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Council's Long Term Financial Plan is updated and adopted by Council.	30 June 2024.	Completed/ Achieved 	Complete	Complete. LTFP updated and presented to Council after finalisation of the December 2023/24 Quarterly Budget Review and the 2024/25 Draft Budget.

Ref	Priority	Progress Comments
11.2.2	Achieve sustainable asset management through the integration of strategic asset planning with financial planning.	Complete. All Asset Management Plans were adopted by Council on 28 November 2022 and continue to inform the Long Term Financial Plan.

Strategy 11.3: Ensure effective and efficient governance and risk management.



Ref	Priority	Progress Comments
11.3.3	Manage, coordinate and deliver Workplace, Health and Safety measures to ensure a safe and healthy work environment.	At the NSW Local Government Awards held 6 June 2024, our Workplace, Health and Safety and Injury Management staff were celebrated, winning the Award for the People, Workplace, Wellbeing- Under 150,000 category for boosting employee wellbeing through our Early Intervention Program. The Program helps our staff with niggling minor injuries prevents their escalation into more serious issues. In this reporting period, audiometric testing was offered to 120 at risk staff with a 73% uptake. Between 16 November 2023 to 24 April 2024 a further 82 skin cancer checks were conducted for at risk staff.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Develop a corporate plan to achieve greater understanding of psychosocial intervention strategies to enhance workplace responses.	31 March 2024.	Complete / Achieved 	On schedule	In consultation with Health & Wellbeing Group & WHS Committee working from data collected from October 2023 psychosocial assessment for areas identified as higher risk develop and implement action plan towards achieving level 4 (effective action) or better compliance, with level 5 (integrated and sustained) being the highest. An action plan has been developed including content for training and information sessions. Training is currently being programmed.

Community Services, Culture & Arts

Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.




Ref	Priority	Progress Comments
1.1.1	Provide opportunities to connect people and ideas to encourage lifelong learning and quality of life.	Over the January to June 2024 period, Council continued to provide opportunities for social connection through events and programs. Highlights included the ongoing Philosophy Club held in the Cultural Hub, over Terms 1 and 2, the launch of the successful Seniors Festival, now known as the Festival of Fun New Experiences, held in February as well as a new Youth Week event, 'Redleaf Social', with approx. 25 young people.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Plan, promote and deliver 7 diverse and inclusive events, activities and programs to the community. Including but not limited to: NAIDOC Week July 2023 Mental Health Week October 2023 International Day of People with a Disability December 2023 Seniors Festival February 2024 Youth Week April 2024 Dementia Awareness Week May 2024 National Reconciliation Week May 2024 (Dates subject to agency change).	3 events by 31 December 2023, 4 events by 30 June 2024.	Complete / Achieved 	Complete	In partnership with a range of community organisations and across Council divisions, Council promoted and led the following events – Youth Week activities for FY23/24 completed (WAVES Festival with WAYS/ Waverley Council and Redleaf Social) delivered in May. National Reconciliation Week (NRW) Internal and external events delivered. NRW staff event held on 29 May, 2024 and NRW Screening of Countryman Documentary held on 30 May, 2024 at Woollahra Library at Double Bay. Festival of Fun New Experiences (Seniors Festival) held in March 2024. Woollahra Dementia Alliance & Carer Gateway Forum held in March 2024.
Diversity strategy developed to inform Council's policies, programs and services.	30 June 2024.	Delays 	Deferred to FY2024/25	Diversity Strategy completion is progressing with new timeline, to be completed in FY2024/25.



Strategy 2.1: Build strong and respectful connections with partners so that we can enhance and protect our local area and quality of life.

Ref	Priority	Progress Comments
2.1.1	Respond to calls for Office of Local Government submissions and collaborate with different levels of the government to help us achieve our community's aspirations for the LGA.	In June, 2024, Council adopted a new annual Outgoing Sponsorship Program aimed at providing further support for new and long-standing initiatives as well as proven events and programs that enable Woollahra to thrive. This will further support Council's existing Grants program.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Conduct a Community needs assessment study to inform Councils planning, programs and services	31 March 2024.	Complete / Achieved 	Complete	Community needs assessment report presented to ELT in November 2023 outlining all Community and Customer Experience key strategic documents and key community needs identified.
Distribute up to \$110 000 in grant funding to support Community and Cultural development as determined by Council.	30 September 2023.	Complete / Achieved 	Complete	Grant funded projects for the 2023/24 round continued to roll out in the January to June period supported by Council. Publicity & promotion provided to increase awareness within the community and maximise engagement. In preparation for the 2024/25 round a community information session was held online on 19 March and a face to face grant application workshop was held on 21 March 2024. The round opened for application for 5 weeks (1 April to 5 May) with 52 projects approved for funding.


Project / Deliverable	Due By	Status	Stage	Progress Comments
<p>Deliver services to Woollahra residents as per contract with, Holdsworth Community (\$900,368) to deliver the following projects: Navigating My Aged Care System Aged Care Wellness Hub trial Woollahra Dementia Alliance Action Plan Woollahra Connect Program Family Services.</p>	30 June 2024.	Complete / Achieved 	Complete	Holdsworth is meeting identified service deliverables as per the funding agreement. Council also participates in Woollahra Dementia Alliance (WDA) and promotes WDA activities and events.
<p>Deliver services to Woollahra residents as per contract with Womens Housing Association (\$330,000) 6 x 2 bedroom plus 4 x 3 bedroom units for local women and their families escaping abuse.</p>	30 June 2024.	Complete / Achieved 	Complete	Women's Housing is meeting identified service deliverables as per the funding agreement.
<p>Work with other Government agencies to develop programs and projects to respond to community needs: seniors, diversity, mental health, housing, family services, youth, and children as they arise.</p>	30 June 2024.	Complete / Achieved 	Complete	<p>Youth Week event held in partnership with Waverley Council and WAYS on 19 May 2024.</p> <p>Starting School Forum (a Woollahra and Waverley Council partnership) held on 13 May 2024.</p> <p>Currently partnering with Waverley Council, Randwick Council, and local organisations to implement 'Safe & Together' domestic violence model training after receiving grant funding. Seniors Festival delivered in March 2024 with the support of a Department of Communities and Justice Grant from the NSW Government.</p>

Ref	Priority	Progress Comments
2.1.3	Following adoption, administer Council's Reflect Reconciliation Action Plan 2022-2023.	A draft Innovate Reconciliation Action Plan (RAP) has been developed in consultation with Reconciliation Australia, La Perouse Local Aboriginal Land Council, the Gujaga Foundation and Council's staff Working Group. We are currently progressing the first round of feedback from Reconciliation Australia. The Innovate RAP follows Council's initial and successful Reflect RAP.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Develop an Innovate RAP to support Council to progress activities of reconciliation.	30 June 2024.	Complete / Achieved 	Complete	The innovate RAP working group is developing the actions for Wollahra Councils Innovate RAP. Woollahra Councils Aboriginal and Torres Strait Islander Protocol and Guidelines currently under review by the Gujaga Foundation with review scheduled to be completed July 2024.
Deliver outcomes for reconciliation by finalising outcomes of Reflect RAP	31 December 2023.	Complete / Achieved 	Complete	No action required for the period with the completion and submission of Councils Reflect RAP to Reconciliation Australia in November, 2023.

Strategy 2.2: Understand needs of our community so that we can facilitate access to support and services.

Ref	Priority	Progress Comments
2.2.1	Collaborate with a range of services to provide support for vulnerable members of our community.	Community and Culture Staff are networking with community organisations in order to identify ways to continue to support vulnerable individuals. The Homelessness in Public Space Policy and Procedure has been reviewed and finalised during this reporting period.




Project / Deliverable	Due By	Status	Stage	Progress Comments
Support homeless persons in our community by: (a) continuing partnerships in homelessness network, (b) review of Homeless People Policy (c) Continuing referral of homeless persons when identified to support agencies (d) provision of advocacy as required and (e) participation in annual homeless count. (f) Supporting other vulnerable groups as identified when required (g) Training of internal and external stakeholders.	(a) Ongoing (b) By September 2023 (c) Ongoing (d) Ongoing (e) February 2024 (f) Ongoing (g) 30 June 2024.	Complete / Achieved 	Complete	A total of 3 referrals were made to Missionbeat during the period of January to June 2024. These referrals were made as requests for welfare checks for people sleeping rough in the local Woollahra LGA. Regular attendance at monthly Eastern Suburbs Homeless Assertive Committee (ESHAC) meetings discuss homelessness referrals and supports in the Eastern suburbs. Homelessness in Public Space Policy and Procedure currently being reviewed.


Ref	Priority	Progress Comments
2.2.2	Encourage and promote services and support for families, youth and children.	Council adopted the Children, Youth & Families Strategy and 4 Year Action Plan, for public exhibition, on 11 June 2024. A report following public exhibition, will be presented for final adoption in August 2024.
2.2.3	Following adoption, administer Council's Disability Inclusion Action Plan.	Council adopted the 2022-2026 Disability Inclusion Plan (DIAP) on 27 June 2022, in accordance with NSW legislation. Strong progress has been made over the past 6 months to implement the DIAP across Council and where appropriate consulting with the Inclusion (Disability, Aged and Carers) Advisory Committee for advice from residents with lived experience.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement 50% of DIAP actions as documented in the DIAP 2022-2026.	Six monthly updates on progress.	Complete / Achieved 	Complete	<p>The period of January to June has once again seen significant progress in the completion and development of actions as part of the Disability Inclusion Action Plan 2022- 2026. Community representatives of the Inclusion Advisory Committee attended the bi-annual working group presentation to hear and comment on the progress of Council DIAP 2022-2026.</p> <p>Highlights during this period included Bellevue Road (Bellevue Hill) Footpath renewal works saw the upgrade of 4 intersections which included both renewing existing ramps and providing new kerb ramps for pedestrians, Delivery of Disability Awareness training by the National Disability Recruitment Service for staff in March 2024, Trumper Oval Pathway; accessible pathway around the oval with informal seating, planning approved 18 new bus shelters to be rolled out which will be compliant with the Disability Discrimination Act 1999 (DDA) and with the relevant Australian standards.</p> <p>Woollahra Preschool received funding for 8 children in 2024 as part of the Department of NSW Education Inclusion Support Funding. This allowed for the employment of a full time Special Inclusion Support Teacher and additional support staff to effectively implement individual learning plans for each child.</p> <p>The 2023/24 Grants program saw 11 successful applicants providing services / activities for people living with disability, mental health and dementia. These include Social Buddy (\$3,000), Inala (\$5,813), Woollahra Dementia Alliance (\$2,490) and Sailability (\$7,500).</p>

Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Ref	Priority	Progress Comments
3.1.2	Promote opportunities for innovative, creative and cultural initiatives that support the community.	Council has funded 8 Cultural Grant Projects in the 2024/2025 round. The draft Woollahra Arts and Culture Strategy and 4 Year Action plan has been developed. It will be presented to Council in August, 2024 to go on public exhibition.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Activate the Cultural Hub at Woollahra Gallery at Redleaf by delivering up to 3 cultural programs p.a. eg. Poetica petit, plein air painting workshops (delivered monthly).	30 June 2024.	Complete / Achieved 	Complete	The Partnership with Workers Educational Association Sydney continued and two, ten week terms of Philosophy Club were delivered. Woollahra Dementia Alliance also utilised grant funding to implement an intergenerational art event on 5 June 2024.
Provide a diverse range of monthly art exhibitions at the Woollahra Gallery, including up to 4 exhibitions hosting community groups (depending on EOI response) and programs that focus on cultural and social issues.	30 June 2024.	Complete / Achieved 	Complete	Between Jan-July 2024 Woollahra Gallery at Redleaf hosted a total of 25 exhibitions, which were a combination of fee-hire EOI exhibitions and community EOI exhibitions. A total of 6,983 visitors have been received between 1 January 2024 to 11 July 2024. The exhibitions have covered a wide range of social, cultural and environmental themes. The Gallery has also hosted artists in residence Sammy Hawker, Caroline Kronenberg, The Little Umbrella Collective and Hal Witney over this period.
Maintain and expand the Public Art Collection by a minimum of 1 artwork p.a to improve accessibility of art to the local community.	30 June 2024.	Complete / Achieved 	Complete	The digital public art screen 'Double Vision' in Kiaora Place, Double Bay continued with its curated program. Deborah Kelly was displayed for the 4 month period February - May 2024, and Todd Fuller is currently programmed June 2024- September 2024. During this period an EOI was launched for the Double Vision Exhibition period October 2024-October 2025.

Project / Deliverable	Due By	Status	Stage	Progress Comments
(a) Develop a Arts and Culture Strategy	(a) 31 December 2023	Delays 	In draft	Arts & Culture Strategy developed and Draft Strategy and Action Plan going to Council in August 2024 to be placed on public exhibition.
(b) Implement actions identified in the Arts and Culture strategy.	(b) 30 June 2024.			

Strategy 5.1: Enhance council provided community facilities to foster connections between people and place and enhance quality of life.

Ref	Priority	Progress Comments
5.1.1	Plan for community, cultural and recreational facilities to ensure they reflect community needs and aspirations.	Council’s 10 Community Venues continue to be well utilised. One of the key achievements over the January to June 2024 period was the DA approval for wider community use of the Vaucluse Bowling Club & Community Facility in May 2024, with the official celebration of the renovations to occur on Saturday 17 August, 2024.







Vaucluse Bowling Club & Community Facility



Library Services

Strategy 1.1: Provide, promote and facilitate a range of community projects, programs and events that support an inclusive, thriving and sustainable community.

Ref	Priority	Progress Comments
1.1.1	Provide opportunities to connect people and ideas to encourage lifelong learning and quality of life.	<p>The Libraries Program and Events team delivered programs for a wide variety of audiences. Featured highlights were a Chris Flynn author talk delivered as part of the Sydney Writers Festival and 4 Spark in the Park events each recording close to 200 registrations.</p> <p>A seed Library and associated programming was launched in collaboration with local community gardens in April with an event featuring poetry readings by local author Ailsa Piper at Watsons Bay Library.</p> <p>A total of 312,034 loans were recorded in the reporting period.</p>




Project / Deliverable	Due By	Status	Stage	Progress Comments
Integrate the digital library within new and existing Library spaces by undertaking a hardware upgrade to facilitate increased awareness and patronage of the digital library.	30 June 2024.	Complete / Achieved 	Complete	<p>Several projects to better integrate the digital collection into library spaces have been undertaken this period. This includes:</p> <ol style="list-style-type: none"> 1. Repurposing a digital display screen to become a kiosk displaying e-audio and e-books. 2. Introducing QR codes as 'shelftalkers' to promote e-newspapers, e-magazines 3. Purchase of a Hublet, Digital content sharing and tablet loan management platform. This device allows for curated ipads to be loaned to the public while in the library to enable easy access to e-resources 4. A new supplier for Library Self-Check Kiosks has been selected following a successful RFQ process. These Kiosks are on order and installation is scheduled for Q1 2024/25.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Community access model developed and implemented so that access hours are increased at Watsons Bay library for the community.	31 March 2024.	Complete / Achieved 	Complete	Following community consultation, approval to increase access hours for Watsons Bay Library using an unstaffed model was granted in April 24. An additional 19 hours per week of community access hours will be added to existing opening hours. Orders for access infrastructure has been placed and installation is expected in Q1. Associated security upgrades are in progress.
Plan, promote and deliver a minimum of 6 diverse and inclusive events, activities and programs which respond to community needs eg. Ideas exchange, author talks, history events, Sunset session at Watsons Bay, Library bites business events, community outreach (some events are delivered monthly and others on a one off basis).	3 activities by 31 December 2023, 3 activities by 30 June 2024.	Complete / Achieved 	Complete	Woollahra Libraries continued to position itself as a Writers Centre offering three author talks with Sandie Docker, Helen Signy and Louise Milligan along with three fully subscribed writing workshops. Our Business bites series were delivered in partnership with social enterprise Sydney School of Entrepreneurship while monthly Tea topics remained popular and featured sessions from photo organising to writers of local history. Library talks are filmed and uploaded to the website, where they are auto captioned.
Deliver ongoing support and social inclusion opportunities for Seniors including fortnightly delivery of Home Library Service and two targeted programs eg. Tech Savvy Seniors and Bus to Books.	Fortnightly delivery to housebound clients and two programs delivered 30 June 2024.	Complete / Achieved 	Complete	Once again grant funding was received to deliver Tech Savvy Seniors, with 6 sessions covering smart phones to cyber safety delivered this period. Tech at Ascham delivered intergenerational tech support and through a partnership with ALIA, Woollahra Libraries delivered an Aged Care Information Hub. The Home Library Service has 93 members and offers easy to use devices to deliver e-audiobooks for those who are vision impaired. The reporting period recorded 4112 HLS loans and 315 loans to Bus to Books members.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Plan, promote and deliver a minimum of 3 programs fostering digital and technology literacy eg. Tech Connect, 3D Printing workshops, STEM workshops (some events are delivered monthly and others on a one off basis).	3 activities by 31 December 2023.	Complete / Achieved 	Complete	8 x 3D printing workshops have been held this reporting period including workshops focussed on jewellery and architecture. Virtual Reality sessions for youth and seniors have been fully booked with 15 participants at each session and Tech Connect continues to provide weekly tech assistance across the three libraries.
Plan, promote and deliver a minimum of 6 diverse and inclusive children's and youth programs which are positively received by the community eg. School holiday program, STEM activities, HSC workshops, children's literacy programs, children's writers and readers, YouthWeek events	3 activities by 31 December 2023, 3 activities by 30 June 2024.	Complete / Achieved 	Complete	Mini Makers has been offered across the libraries this year, with children completing themed STEM challenges while a 8 week robotics and coding course allowed the 12 registered participants the opportunity to learn the fundamentals. Simultaneous storytime attendance was high with 270 joining in with others across the State to read Bowerbird Blue. Youth programming included Dungeons and Dragons, Zine Making and life skills workshops including Career planning and Health Habits.

Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Ref	Priority	Progress Comments
3.1.1	Provide innovative and high quality library and local history services.	Woollahra Libraries currently has 26, 684 active Library members who are regularly accessing library services. There were 295,760 visits this six month period equating to 5.5 visits per capita and a total of 312,034 loans measuring 5.8 per capita for this period. Fortnightly newsletters were sent to 14,175 subscribers, 2,878 facebook followers and 1,400 instagram followers. Woollahra Libraries has 103 active volunteers engaged in assisting with various tasks including the Tech Connect program and monitoring the slide. The Local history team installed a plaque honouring Leslie Wilkinson OBE under the Woollahra Plaques Scheme.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Refresh of most referenced content for library web page to meet customer experience and satisfaction.	31 October 2023.	Complete / Achieved 	Complete	Following the launch of the new library website further re-organisation and improvements have been made to the Digital Events pages including additional search functionality.
(a) Deliver a local history research service including increased digitally accessible content and (b) Celebration of heritage through the Woollahra Plaques scheme.	(a) Ongoing, 30 June 2024. (b) 4 plaques installed by 30 June 2024.	Complete / Achieved 	Complete	Transcriptions of Woollahra Council's handwritten minute books have now been made publicly available on the Digital Archive while a further 3,000 images were digitised. This included the 'significant streetscapes of Woollahra' series. A plaque for Architect, Leslie Wilkinson OBE was unveiled while 11 new nominations were received for consideration in the Woollahra Council Plaques scheme.
Deliver a vibrant, relevant and creative digital and physical collection that meets community demand measured by circulation per capita exceeding state median (4.63).	30 June 2024.	Complete / Achieved 	Complete	Woollahra Libraries continues to provide a relevant collection for the community. The collection recorded a total of 312,034 loans this six month period resulting in 5.8 loans per capita. Recently the Library introduced Press Reader. This is a service that provides access to local and international newspapers and magazines. Engagement with the platform has reached 26,462 since launch in May.

Customer Experience & Engagement





Strategy 3.1: Promote opportunities for innovative, creative and cultural initiatives that support the community.

Ref	Priority	Progress Comments
3.1.2	Promote opportunities for innovative, creative and cultural initiatives that support the community.	We have actioned recommendations from the 2023 adopted Events Services Review, to further improve event management and a diverse events program for our community.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Agreed deliverables of event service review implemented for year one:		Complete / Achieved	Complete	We have completed a review of our Events Policy and prepared a draft Events Strategy for consideration by Council in August 2024. The draft Policy and Strategy will be placed on public exhibition, before adoption. Our website features an events calendar to assist organisations with event planning and promotion. Event planning resources and relevant links to Council approvals and grants programs are available online.
(a) Employment of event specialist	(a) 30 September 2023			
(b) Review of policies and procedures	(b) 31 March 2024			
(c) Include event management resources for community events on Council's website	(c) 30 June 2024			
(d) Development of Event Strategy.	(d) 30 June 2024.			




Strategy 10.1: Encourage inclusive community participation and build respectful relationships through engagement and input into decision making.



Ref	Priority	Progress Comments
10.1.1	Support council through provision of resources, education and tools and communicate opportunities for engagement.	We have continued to see an increase in the use of our online engagement platform "Your Say". Our most popular engagements over this period were: Community engagement opportunities have been promoted through all of Council's communication channels (e-news, social media, print, advertising, digital signage etc).

Project / Deliverable	Due By	Status	Stage	Progress Comments
Community and Engagement team facilitate IAP2 Training of 5 staff by an accredited trainer to increase skills and confidence with engagement strategy and delivery.	30 June 2024.	Complete / Achieved 	Complete	14 members of staff attended community engagement training, facilitated by a local government engagement specialist in March 2024.
Consultation with departments on key engagement projects to include in an annual Calendar to be shared with ELT and with teams.	Reviewed and updated every 6 months by December 2023.	Complete / Achieved 	Complete	Council's community engagement calendar has been regularly updated. Planning ahead has been reinforced for all key engagement projects. Larger engagement projects (have included Cooper Park POM and Masterplan, Spring St Reserve, Children, Youth and Families Strategy, Arts & Culture Strategy, and Yarranabbe Fitness Station.
Implementation of Communication and Engagement strategy.	31 December 2023.	Complete / Achieved 	Complete	The Strategy continues to inform planning, promotion, delivery and training outcomes to encourage public participation. The most popular engagement projects for this period: Cooper Park POM and Masterplan, Arts & Culture Strategy, Improving customer experience for trade waste customers.
Promote community engagement opportunities through Your Say Woollahra and other Calendar of Engagement to ensure planning and resource allocation and best experience for customers. (New engagement projects are posted monthly).	Ongoing, 30 June 2024.	Complete / Achieved 	Complete	From January- June 2024 there were 17 projects published Your Say. Total number of submissions 483 and total number of site visits 19 069 (44% increase in 6 months) New users:235 Total number of registered users:4146 Open rate for Your Say e-news is 57.3% and industry average is 19.4% (CM,2024)


Strategy 11.1: Build an efficient organisation that places customers and the community at the heart of service delivery.


Ref	Priority	Progress Comments
11.1.1	Drive customer design throughout council to improve customer experience	Customer Design training skills workshops were conducted and 25 staff attended the sessions.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Undertake Customer experience performance measures including (a) Customer Satisfaction Score to inform service improvements throughout Council. (b) Net Promoter Score, (c) Customer Effort Score	(a) July 2023 (b) April 2024 (c) February 2024	Complete / Achieved 	Complete	A community wide survey was conducted by Micromex. A Net promoter score was undertaken at the Libraries in conjunction with the yearly survey.
Up to 30 staff to attend a one day workshop on tools and engagement mechanisms to improve Customer Experience across Council services.	31 March 2024.	Complete / Achieved 	Complete	30 staff attended two half day workshops.
Undertake a customer effort score assessment on iConcierge to further drive the development of the app to improve customer experience.	31 December 2023.	Complete / Achieved 	Complete	Continued to be conducted on the finalisation of all CRM's and is reported to the executive every month.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Implement a Customer Experience Strategy to drive a customer first approach across council	31 December 2023.	Complete / Achieved 	Complete	The Customer Experience Strategy continues to be delivered according to the action plan: major deliverables have included: automation of online payments for parking permits, training and development of staff, inclusion of projects to drive customer experience improvements by all managers across council, ongoing data collection and feedback from customers used to improve customer interactions.
Develop Customer experience dashboard by automating data collection to enable data to be used real time to inform service improvements.	31 December 2023.	Delays 	Awaiting commencement date	Information for CX Dashboards has been formulated.

Ref	Priority	Progress Comments
11.1.2	Transform Council's business, by optimising the use of technology to support effective business processes and customer journeys.	Delays with systems and testing have delayed the launch of the online parking permits. They will be launched on July 1 2024. Work is continuing on the next 5 highest volume forms that are currently not able to be paid for online.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Website is rebuilt and redesigned to improve functionality and quality of content to increase customer satisfaction and engagement.	31 October 2023.	Complete / Achieved 	Complete	Following the successful launch of the new website in late 2023 we trialled two widgets for a 6 month trial (one an accessibility tool and the other a customer feedback prompt for users) to improve our customer experience in areas of priority. Areas of improvement have been guided by user feedback and will continue across our websites to provide accessibility options for users and continue to receive user feedback to inform further website improvements.. We have seen an increase in the use of the clean up zone information and pages on our website and the section is now one of the most popular segments of the website. For the period of Jan-June we had 238,724 site visits and 846,593 page visits- demonstrate high use of the site.

Project / Deliverable	Due By	Status	Stage	Progress Comments
Successful implementation of 6 priority online forms including payments.	3 by 31 December 2023, 3 by June 2024.	Delays 	Preparations	Online parking permits have now been launched. Council is exploring systems to integrate receipting before launching the next 5 forms.

Workload and Productivity

The following table shows the Service results for the reporting period.




Service	FY 2021/22 (av.)	1st Qtr 2022/23	2nd Qtr 2022/23	3rd Qtr 2022/23	4th Qtr 2022/23	FY 2022/23 (av.)	1st Qtr 2023/24	2nd Qtr 2023/24	3rd Qtr 2023/24	4th Qtr 2023/24	FY 2023/24 (av.)
DAs and CDCs processed by Customer Service staff	302	331	335	245	321	308	281	293	228	294	274
Calls answered by Customer Service staff	18,498	16,675	16,665	17,495	15,314	16,537	16,173	16,412	16,358	15,375	16,080
Service standard for call answered	96%	95%	94%	93%	92%	94%	96%	95%	95%	94%	95%
Visitor permits and Daily permits issued by Customer Service staff	4,159	5,300	5,870	6,005	5,270	5,611	5,680	6,560	6,945	4,900	6,021
Parking permits issued by Customer Service staff	1,271	1,255	1,375	1,482	1,026	1,285	1,349	1,328	1,432	1,071	1,295



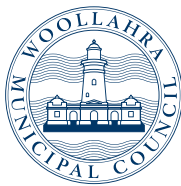
Woollahra Preschool

Strategy 2.2: Understand needs of our community so that we can facilitate access to support and services.

Ref	Priority	Progress Comments
2.2.2	Encourage and promote services and support for families, youth and children.	Woollahra Preschool provides an 80 place centre for children aged 3-5 years and provides an exceeding standard of care. The Preschool continues to support children with special needs with a dedicated Special Inclusion Support Teacher.

Project / Deliverable	Due By	Status	Stage	Progress Comments
A quarterly intergenerational program delivered between Woollahra Preschool and Holdsworth Community.	30 June 2024.	Complete / Achieved 	Complete	In partnership with Holdsworth Community, two intergenerational activities were held in February and June 2024 at Woollahra Preschool with elderly clients of Holdsworth interacting with the preschool children.
Continue working in partnership with the Gujaga Foundation to deliver a weekly community language program to children in Woollahra Preschool.	Ongoing, 30 June 2024.	Delays 	Awaiting commencement date	Council has been unable to restart the Dharawal Language Program due to insufficient number of educators available from provider.
Support children with special needs as funded by State Government, so that they are appropriately cared for and resourced by Woollahra Preschool.	30 June 2024.	Complete / Achieved 	Complete	10 children with additional needs attended Woollahra Preschool in 2024. Funding was received for 8 of the children from Dept of NSW Education – Inclusion Support Funding in term 1, which allows for employment of a full time Special Inclusion Support teacher. Meetings are held each quarter with parents of these children and Allied health professionals to review progress and set goals.

Woollahra
Municipal
Council



536 New South Head Road,
Double Bay NSW 2028
woollahra.nsw.gov.au
T: 02 9391 7000
E: records@woollahra.nsw.gov.au



Item No: R9 Recommendation to Council
Subject: **CLOSING AND SALE OF ROAD RESERVE IN WILLARA LANE ADJOINING 49 & 53 WUNULLA ROAD, POINT PIPER (SC5969)**
Author: Anthony Sheedy, Senior Property Officer
Approvers: Zubin Marolia, Manager Property & Projects
Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/20562
Purpose of the Report: To consider the closing and sale of road reserve in Willara Lane adjoining 49 & 53 Wunulla Road, Point Piper.
Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Recommendation:

THAT Council:

- A. Proceed with the sale of Willara Lane road reserve to the adjoining owners 49 & 53 Wunulla Road, Point Piper Point with the following conditions:
 - i. A purchase price of \$10,455 per square metre (excl GST) for proposed lot 101 being an estimated 140.5 sqm road reserve portion and equating to \$1,468,182 (excl GST), subject to final survey.
 - ii. A purchase price of \$10,455 per square metre (excl GST) for proposed lot 102 being an estimated 31.76 sqm road reserve portion and equating to \$331,818 (excl GST), subject to final survey.
 - iii. A 10% deposit of \$146,893 is paid to Council by the purchaser of proposed lot 101, and \$33,205 by the purchaser of proposed lot 102 within 28 days of Council approval.
- B. Subject to A above, in accordance with Section 38D Roads Act, 1993 Council approve the closing of the subject 172.26 sqm of Willara Lane road reserve adjoining 49 and 53 Wunulla Road, provided that each purchaser enters into a conditional Contract of Sale with the Council.
- C. Approve entering into easements with utility providers Jemena, and Sydney Water; and with owner No's 49 and 53 regarding Council Stormwater pipe (easement to drain water), plus the creation of an easement for a Right of Carriageway across the full width of Willara Lane.
- D. Subject to points A to C above, Council authorise the Mayor and General Manager to execute and affix the Council Seal to all necessary documentation to effect the Road closure and sale, e.g. Plan of Road Subdivision and closing, Transfer document etc.

Executive Summary:

The owners of Nos. 49 & 53 Wunulla Road, Point Piper have made an application to Council to purchase an adjoining portion of Willara Lane road reserve measuring an estimated total 172.26 sqm, subject to final survey (Attachment 1). The site plan and photos of the subject road reserve are included (Attachments 2 and 3). Council's Infrastructure Engineers support the sale subject to easements over the existing stormwater infrastructure.

This proposal was last reported to the Finance, Community & Services Committee (FC&SC) on 12 April 2021 after a site inspection was held on 14 December 2020 with Councillors and neighbouring property owners invited. The Committee resolved as follows:

- A. *THAT the proposal to close and sell road reserve adjoining 49 and 53 Wunulla Road, Point Piper be advertised.*

B. THAT a further report be submitted to Committee following completion of the advertisement period.

The proposal to sell this road reserve was publically advertised with neighbours notified on 27 April 2022. This included the notification of all 'notifiable' Authorities under the Roads Act 993.

In accordance with Section 38D of the Roads Act 1993, it is a requirement for Council to formally resolve whether (or not) to proceed as the 'Roads Authority' with the closing of the subject road reserve portion (Willara Lane). Property staff have included a recommendation to do so in part B above.

Pursuant to an independent valuation, the sale price of Willara Lane proposed lots 101 & 102 have been determined in accordance with Council adopted Motion 23 May 2022 regarding the valuation of road reserve sales, and the application of comparable residential sales. A valuation report for the assessed sale price is included as Attachment 4.

The owners have agreed to pay the assessed sale price rate of \$10,455 per sqm (excl GST). It is further recommended that Council agree to the sale of Willara Lane proposed lot 101 (140.5 sqm) and proposed lot 102 (31.76 sqm) to the adjoining owners at the above assessed rate.

Discussion:

The owners have existing encroaching structures within Willara Lane comprising of masonry planter beds adjoining the side boundary walls of their respective buildings. This lane is not a 'through road' but provides access from Wunulla Road to the adjoining owner's garages. The owners want to purchase the adjoining road reserve to formalise the encroachments on Willara Lane and to prevent the nuisance of public cars frequently blocking vehicular access / egress from their garages.

The owner of No. 49 is proposing to purchase 31.76 sqm of Willara Lane to formalise their existing encroaching planter bed structures and associated landscape vegetation. The owner of No.53 is proposing to purchase an estimated 140.5 sqm of Willara Lane to formalise their encroaching planter bed, lattice timber fencing and associated landscape vegetation.

The owner of No.53 intends to install a gate on the boundary adjoining Wunulla Road. Both owners have requested that when Willara Lane is closed as a road, the Council creates a 'Right of Carriageway' (RoC) across proposed lots 101 & 102, to benefit both owners property access rights.

Additionally, since the Council has stormwater infrastructure in Willara Lane, the owners have agreed to establish an easement to drain water. This agreement ensures that the Council retains access to the land in Willara Lane for necessary maintenance and any infrastructure replacement or upgrades.

Willara Lane also contains public utilities for gas and water supply purposes. It has taken some considerable time to properly identify by Survey the extent of utilities at site and negotiate with Utility providers Jemena Gas Networks and Sydney Water in regards to identifying the type and position of their pipeline infrastructure in Willara Lane, including reaching agreement for their terms and conditions. The change of ownership of No.49 has also added to delays in providing this further report to Council. The owners of No's 49 & 53 have now agreed to grant easements to Council and the Utility providers, Jemena Gas Networks and Sydney Water as a condition of sale.

As part of the proposed closing and sale of the road reserve, consideration has also been given to an easement for Council stormwater infrastructure, and easements with both Jemena Gas Networks (Jemena) and Sydney Water for their infrastructure. Details of these matters are contained in the report below.

Following Council procedure for the 'sale of road', public advertisement of the proposal has been made and the 'notifiable authorities' (which includes public Utilities) have agreed to support the sale proposal subject to the easements noted above. See more detail on this below in report subheading "Community Engagement and / or Internal Consultation". Importantly, NSW Crown Lands who administer the Roads Act have not objected to the proposal.

The next step is for Council to formally resolve whether (or not) to proceed in accordance with Section 38D of the Roads Act 1993 as the local 'Roads Authority' and close the subject road reserve portion (Willara Lane). Property staff have included a recommendation to do so in part B above.

Sale Price Valuation of Willara Lane

An independent valuation has been made for the sale price of the Willara Lane proposed lots 101 & 102. However, the land being offered for sale is significantly encumbered, diminishing its value when compared to unencumbered comparable residential sales referred to in the motion. A valuation report for the assessed sale price is attached as report Attachment 4.

Staff instructed the independent registered valuer to assess the sale price of the subject road reserve consistent with the methodology, specifying no discounting and the application of comparable residential sales as resolved by Council on 23 May 2022. A copy of the resolution was included in the valuer's instruction brief.

The valuer noted that both 49 and 53 Wunulla Road are extensively developed with substantial freestanding residences and ancillary improvements on large sites. They consider that the addition of the Willara Lane land does not add any viable development potential by way of additional floor space ratio (FSR) to the adjoining properties.

Willara Lane provides vehicle access for the adjoining properties No's 49 & 53 and contains underground services infrastructure for public water supply, gas, and storm water. Easements need to be created for the maintenance and protection of the existing infrastructure and burdening the proposed lots 101 & 102 purchaser. A Right of Carriageway will also be created over the entire width of Willara Lane and such easements significantly restrict the use of this land, prohibiting the building of structures over the underground pipes.

The terms and conditions of the respective easements provide extensive rights to the various authorities allowing them to access the land and impose certain conditions such as prohibiting building any structures over their pipes.

The valuer provided examples from precedent Court cases where compulsory acquisitions have occurred over parkland for sewerage easements which show a discount rate from the land value of between 20% and 50% (see *Penrith City Council v Sydney Water Corporation* [2009] NSWLEC 2 and *Sutherland Shire Council v Sydney Water Corporation* [2008] NSWLEC 303). It is acknowledged these cases refer to compulsory acquisition matters under the Land Acquisition (Just Terms Compensation) Act, however the discount rate applied in these cases in the valuer's opinion has relevance to this matter.

The valuer stated in their report's 'valuation rationale', that they have considered the location, sales evidence, and Council Notice of Motion resolution 23 May 2022 and initially adopted a rate of \$20,909 per sqm excl GST with regard to comparable residential land sales of unencumbered land. However, the valuer after consideration of precedent law cases has assessed that the "restrictions imposed by the terms and conditions of the easements applicable for Willara Lane together with the burden of physical infrastructure would affect the value of land to such a large extent to warrant a diminution in land value sale price of 50%".

In their report the valuer assessed a sale price value of \$10,455 per sqm (excl GST) equating to \$1,468,182 excl GST for lot 101 (140.5 sqm) and \$331,818 excl GST for proposed lot 102 (31.76 sqm) subject to final survey. Property staff accepted the valuer's report, and assessed sale price rate per sqm. It was then forwarded to the purchasers for their review and comment.

The adjoining owners have accepted the above assessed sale price rate of \$10,455 per sqm excl GST subject to final survey for the lot purchase.

Options:

Council may resolve in line with the recommendation/s as included in this report or, Council may choose to resolve in some other manner.

Community Engagement and / or Internal Consultation:

In accordance with the Roads Act, 1993 the proposal to permanently close and sell the subject 172.26 sqm of road reserve adjoining 49 & 53 Wunulla Road was publically advertised by the following means:

- An advertisement was published in the Council Notices of the Wentworth Courier edition on Wednesday 16 June 2021;
- The advertisement was also posted to the Woollahra Council website, under the *Notifications* section, for the 28 day duration of the public notification;
- A letter detailing the proposal was posted to all property owners in a close proximity (50m radius) of the subject portion of road reserve;
- A letter detailing the proposal was emailed to all the 'Notifiable Authorities'.

All recipients of the public notification were invited to respond by lodging a submission within the 28 days period from 16 June 2021 to 14 July 2021. A site plan was annexed to the public notification.

During the advertisement period, one submission of objection to the proposed sale was received on 5 July 2021 from a property owner in Watsons Bay (not an adjoining owner). Their submission explained that whilst the land "may not be needed for public road purposes, that it does not make it irrelevant for other public purposes". They argued that the road reserve land could be used for an alternate public use e.g. accommodation for children's play activities or a green planting space for climate change action.

However, Willara Lane is steeply sloping at the eastern end and primarily serves as a vehicle access for both 49 & 53 Wunulla Road. The alternative uses stated by the objector could be unsafe for children and would prevent vehicle access to the owner's garage. Council staff responded to the objector noting the points raised above, and it was agreed to include their comments in this report. No subsequent response was received after 6 July 2021.

Woollahra Council has the statutory responsibility for final determination of the proposed local road closing. As a part of the road closing process, in accordance with Section 38B Roads Act, 1993 Council provided notification to the public and the 'notifiable authorities', including any owner or occupier of land whose land will suffer a material loss of access because of the road closure, and any other person (or class of person) prescribed by the regulations under the Roads Act, allowing 28 days for the receipt of submissions.

Council did receive one objection from the 'Notifiable Authority' Jemena Gas Networks in response to the proposed road closure and sale of Willara Lane. The gas pipe has been located on proposed lot 101 land and the owner No. 53 has agreed to enter into an easement with Jemena Gas networks. Water services pipes have also been located in Willara Lane by Council consultant Surveyor. Sydney Water has advised that the adjoining owners 49 & 53 Wunulla Road are required to enter into an easement agreement with Sydney Water as a condition of sale, to which they have agreed.

Property staff consulted internally with Engineering Services staff from the outset to assess any future requirements of Council to retain the road reserve e.g. to service infrastructure assets (not present) or future road widening plans. Engineering Services staff support the sale subject to obtaining an easement from the adjoining owners protecting the Council storm water infrastructure on site.

Property staff have received legal advice that the Council's resolution to close the road should be expressed not to take effect until the Purchasers enter into a conditional Contract of Sale with the Council. This would prevent the road portion being closed where Council was not able reach contractual agreement with the purchasers.

Policy Implications:

Council staff have followed the Woollahra Council - Sale of Council Land Policy and confirm the principles and objective of the policy are consistent with this proposal to close and sell part of the road reserve.

Financial Implications:

This proposal presents Council with a one-off income generating opportunity totaling \$1,800,000 (excl GST), subject to final survey.

The purchasers have provided a written undertaking to reimburse Council for all out of pocket expenses arising from the closure and sale of the subject land, such as legal, valuer fees, surveyor fees etc.

Resourcing Implications:

Property & Projects staff will continue to represent Council as the landowner, coordinate the sale of the road reserve (if approved) consulting with relevant Council staff where appropriate (e.g. Engineering Services staff), engage a lawyer to prepare contracts of sale and a surveyor to prepare the necessary plans to permanently close the Willara Lane road reserve.





Conclusion:

Staff are satisfied that the public notification requirements, in accordance with Section 38B of the Roads Act, have been met and that all objections have been resolved clearing the way for the proposal to proceed.

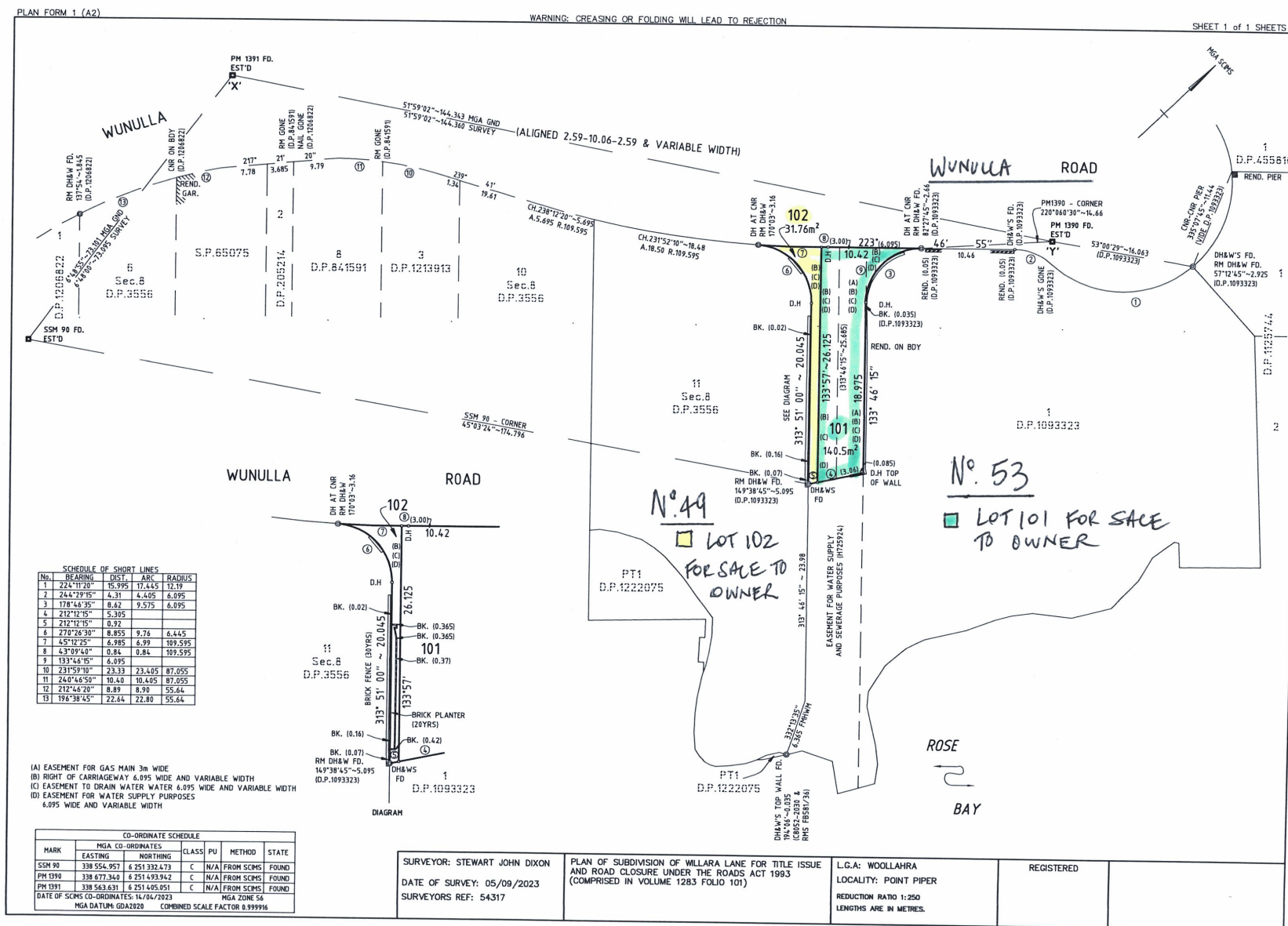
The valuer has had regard to the Council resolution 23 May 2022 and the significant restrictions on the use of the subject land including limiting any construction. Property staff have accepted the valuer's report, and assessed sale price rate per sqm. It is recommended that Council agrees to the sale of Willara Lane road reserve to the adjoining owners of 49 & 53 Wunulla Road, Point Piper at the rate of \$10,455 (excl GST) subject to final survey.

It is further recommended that Council as the local *Roads Authority* in accordance with Section 38D Roads Act, 1993 resolves to proceed with the closing of Willara Lane, subject to the purchasers entering into a conditional Contract of Sale with the Council.

Attachments

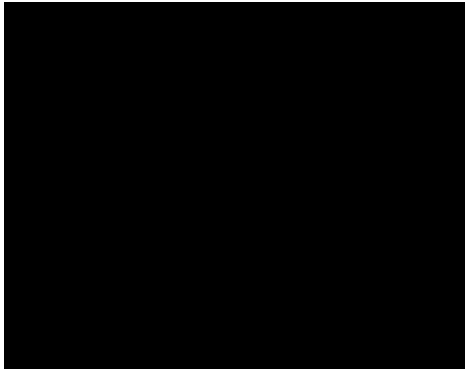
1. Aerial view of Willara Lane Road Reserve for Sale with Council Stormwater Pipe [↓](#) 
2. Marked-up Road Subdivision Plan showing Lots 101 & 102 for sale in Willara Lane [↓](#) 
3. Site Photos of Willara Lane, Point Piper [↓](#) 
4. Valuation Report for Willara Lane Lots 101 & 102 [↓](#) 





Site Photos:





VALUATION REPORT
OF
WILLARA LANE
POINT PIPER
NSW



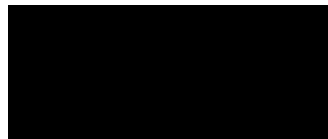


TABLE OF CONTENTS

EXECUTIVE SUMMARY:.....1

INSTRUCTIONS:.....2

PURPOSE OF VALUATION:2

DATE OF INSPECTION:2

DATE OF VALUATION:2

LOCATION:.....2

SITE DESCRIPTION:3

TITLE DETAILS:4

TOWN PLANNING:5

ENVIRONMENTAL CONSTRAINTS:.....6

SERVICES:6

IMPROVEMENTS:.....6

MARKET COMMENTARY: 11

MARKET EVIDENCE: 13

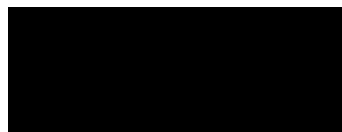
VALUATION RATIONALE:..... 14

SPECIAL COMMENTS: 15

PECUNIARY INTEREST:..... 15

VALUATION:..... 15

ANNEXURE A: DRAFT PLAN OF SUBDIVISION 16



EXECUTIVE SUMMARY:

PROPERTY TYPE: Road

PROPERTY ADDRESS: Willara Lane, Point Piper NSW 2027

PREPARED FOR: Woollahra Municipal Council

PROPERTY DESCRIPTION: The subject property comprises a formed road located in between and extending along the northern and southern side boundaries of two adjoining waterfront residential properties known as 49 and 51 Wunulla Road, Point Piper. A draft plan of subdivision has been prepared which shows a proposed subdivision of the road into two separate lots.

TOTAL SITE AREA: 172.26m²

SUBDIVIDED AREAS:

Lot 101	140.5m ²
Lot 102	31.76m ²

INSTRUCTIONS: To assess the value of Willara Lane based on the following Woollahra Municipal Council Notice of Motion Item No. 16.3 (NoM) which was passed on 23 May 2022 and states:

“That in the future **no** discounting will be applied in the discharge and sale of Council owned lands, such as verges and road reserves, with the sale price to be based only on the price per metre [sic] of recent sales in comparable locations allowing for reduction due to liability that would flow to Council by retaining the land”.

ZONING: R2 Low Density Residential under Woollahra Local Environmental Plan 2014.

DATE OF INSPECTION: 2 November 2023

DATE OF VALUATION: 2 November 2023

VALUATION: Subject to the qualifications and assumptions contained within the body of this report, it is our opinion that the value of the Willara Lane land as at the above date is:

Lot 101	\$1,615,000
Lot 102	\$365,000

GST: Valuations are inclusive of the Goods and Services Tax.

VALUER: Mark Greenhalgh, FAPI

Certified Practising Valuer
Director
API Member No. 67588

To any party relying on this report, we advise that this one-page summary must be read in conjunction with the attached report, of which this summary forms part. The Executive Summary is only a synopsis designed to provide a brief overview and should not be acted upon in isolation to the contents of the valuation report.



INSTRUCTIONS:

We have been instructed by Woollahra Council to assess the “value subject to NoM – Item No.16.3” which was passed on 23 May 2022 of road known as Willara Lane, Point Piper.

The NoM – Item No 16.3 states: “That in the future **no** discounting will be applied in the discharge and sale of Council owned lands, such as verges and road reserves, with the sale price to be based only on the price per metre [sic] of recent sales in comparable locations allowing for reduction due to liability that would flow to Council by retaining the land”.

We believe “price per metre” in this instance means price per square metre and recent sales means residential sales.

PURPOSE OF VALUATION:

The valuation is required for a potential sale of the road to the adjoining property owners.

DATE OF INSPECTION:

2 November 2023

DATE OF VALUATION:

2 November 2023

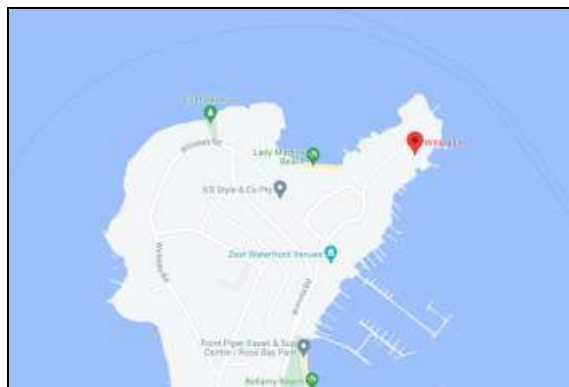
LOCATION:

Willara Lane is located on the eastern side of Wunulla Road at Point Piper between the side boundaries of 49 and 51 Wunulla Road within an established and desirable residential area.

Surrounding development comprises large detached residences of varying age as well as older style residential flat buildings and more modern apartment complexes, many with harbour views.

Double Bay shopping centre and ferry wharf are located two kilometres south west of the land.

Point Piper is a small prestigious harbourside locality of Sydney’s eastern suburbs situated five kilometres by road from the Sydney CBD and lies in an area administered by Woollahra Council.





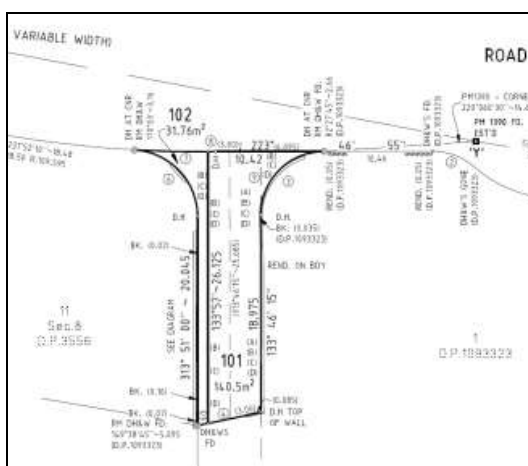
SITE DESCRIPTION:

Willara Lane is fairly regular in shape with a moderate to steep fall from its Wunulla Road frontage towards the rear. It is situated between two waterfront residential properties at 49 and 51 Wunulla Road. Willara Lane provides vehicular access to these two properties directly off Wunulla Road.

Willara Lane has a frontage to Wunulla Road of 10.42 metres and comprises a total area of 172.26 square metres.

A draft plan of subdivision provided shows Willara Lane is to be subdivided into two separate lots. Lot 101, on the northern side adjoining 51 Wunulla Road has an area of 140.5 square metres. Lot 102, on the southern side adjoining 49 Wunulla Road comprises an area of 31.76 square metres.

An extract from the draft plan of subdivision below shows Willara Lane and the two proposed lots.



The adjoining land at 49 Wunulla Road is slightly irregular in shape with quite a steep natural fall towards the rear boundary. This waterfront land comprises an area of 1,424 square metres and is shown in the plan below.





The adjoining land at 51 Wunulla Road is irregular in shape with a fairly steep natural fall towards the rear boundary. This waterfront land comprises an area of 2,122 square metres and is shown in the plan below.



TITLE DETAILS:

Willara Lane comprises a formed public road and currently has no title.

The draft plan of subdivision and accompanying Section 88B Instrument show that when Willara Lane is closed, subdivided into two lots and titles created the lots will be subject to the following encumbrances.

- (A) Easement for gas main 3 metres wide
- (B) Right of carriageway 6.095 metres wide and variable width
- (C) Easement to drain water 6.095 metres wide and variable width
- (D) Easement for water supply purposes 6.095 metres wide and variable width

Title to the adjoining land at 49 Wunulla Road is described as follows:

- Lot 11 Section 8 Deposited Plan 3556
- Lot 1 Deposited Plan 1222075
- Folio Identifier 11/8/3556
- Folio Identifier 1/1222075

Title to the adjoining land at 51 Wunulla Road is described as follows:

- Lot 1 in Deposited Plan 1093323
- Folio Identifier 1/1093323
- Locality of Point Piper
- Local Government Area of Woollahra

A title search of the adjoining properties has not been undertaken and we have assumed full legal title is available, free from any encumbrances, easements or covenants that would affect value.



TOWN PLANNING:

Willara Lane and adjoining properties are zoned R2 Low Density Residential under Woollahra Local Environmental Plan 2014.

1. Objectives of R2 Low Density Residential zone

- To provide for the housing needs of the community within a low-density residential environment.
- To enable other land uses that provides facilities/services to meet day to day needs of residents.
- To provide for development that is compatible with the character and amenity of the surrounding neighbourhood.
- To ensure that development is of a height and scale that achieves the desired future character of the neighbourhood.
- To ensure development conserves and enhances tree canopy cover.

2. Permitted without consent

Home occupations; Roads

3. Permitted with consent

Attached dwellings; Bed and breakfast accommodation; Boarding houses; Business premises; Centre-based child care facilities; Community facilities; Dual occupancies; Dwelling houses; Environmental protection works; Group homes; Home occupations (sex services); Information and education facilities; Office premises; Oyster aquaculture; Pond based aquaculture; Public administration buildings; Recreation areas; Respite day care centres; Secondary dwellings; Semi-detached dwellings; Shops; Tank based aquaculture.

4. Prohibited

Any development not specified in item 2 or 3

Development Controls

Maximum building height of 9.5 metres. Minimum lot size for subdivision is 675 square metres.

Heritage

Willara Lane and the two adjoining properties are not identified as heritage items under Woollahra Local Environmental Plan 2014.





ENVIRONMENTAL CONSTRAINTS:

Soil Contamination

No soil analysis, geological studies or contamination report were ordered or made in conjunction with this report and, as such, it is assumed that there are no environmentally hazardous materials on, in, or near the property that would cause loss in value. As far as we are aware, there is no evidence to suggest that the property may have been contaminated by any such materials in its present or previous use and this valuation makes no allowance.

Flood Planning Area

Willara Lane and the adjoining properties do not appear to be located within a flood planning area, however, this should be confirmed with the relevant authorities.

SERVICES:

Water, sewerage, electricity and telephone services are connected to the adjoining properties.

Wunulla Road is a bitumen sealed carriageway with concrete kerb, guttering and footpaths.

Willara Lane also contains underground water, gas and stormwater pipes which traverse the land. Plans have not been provided to indicate the route of the underground services infrastructure.

IMPROVEMENTS:

Willara Lane comprises a concrete paved surface over its entire area in fair to average condition.

Improvements on the adjoining land at 49 Wunulla Road consist of a freestanding circa 1930's Spanish Mission style rendered brick and tile roof residence known as Maidhead which has been extensively renovated. It contains five bedrooms, five bathrooms, off street parking for six cars, harbour front pool and a private beach. The residence enjoys a waterfront position and excellent harbour views to the east. The property also has a jetty and one of Point Piper's few permanent moorings.

49 Wunulla Road was listed for sale in early 2023 with Ray White Double Bay and has reportedly sold, however, the sale cannot be confirmed as it is not recorded in property data bases and the sale price remains confidential.

Improvements on the adjoining land at 51 Wunulla Road consist of a substantial freestanding older style rendered brick and tile roof residence with in ground pool and a wide frontage to Wunulla Road. The residence enjoys a waterfront position and excellent harbour views to the east.

There is no recent sale recorded for 51 Wunulla Road.

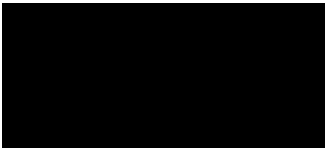
An internal inspection of the adjoining properties has not been undertaken and we are therefore unable to comment further on the accommodation provided within the residences.



Willara Lane looking east from Wunulla Road



Willara Lane looking east and gated vehicular entrance to 51 Wunulla Road



Eastern end of Willara Lane showing pedestrian and vehicular access to 51 Wunulla Road



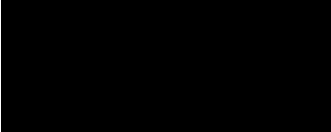
Willara Lane looking west towards Wunulla Road from eastern end



Willara Lane looking west towards Wunulla Road from middle of lane



Western end of Willara Lane next to Wunulla Road



Willara Lane and gated vehicular entrance to 49 Wunulla Road



51 Wunulla Road adjoining Willara Lane



MARKET COMMENTARY:

CoreLogic's National Home Value Index rose a further 0.9% in October, accelerating from a 0.7% rise in September (revised down from 0.8%). Since finding a trough in January, the national HVI has increased 7.6%, leaving the index only 0.5% below the historic high recorded in April 2022.

A nominal recovery in the national index is likely to be quite soon. At this rate of growth, the national HVI reach a new record high mid-way through November, recovering from the -7.5% drop in values recorded over the recent downturn between May 2022 and January 2023.

Although housing values are consistently rising across most capital cities, there's been a clear slowdown in the quarterly pace of growth trend. The three months ending June 2023 saw capital city home values rise by 3.7%. Since then, the growth trend has drifted back to 2.6% over the three months to October.

The slower rate of appreciation can probably be attributed to a combination of higher advertised stock levels alongside stretched affordability. With an acceleration in the flow of new listings coming onto the market, it's unlikely buyer demand will be able to keep pace as we move through spring amid high interest rates and low sentiment.

Dwelling values rose across each of the capital cities except Darwin (-0.1%) through the month, with Perth (1.6%), Brisbane (1.4%) and Adelaide (1.3%) continuing to outperform the other capitals.

Brisbane housing values posted a nominal recovery in October, erasing the previous -8.9% drop in values to reach a new record high. Perth and Adelaide are also at new record highs after recovering from shallow downturns earlier this year. The remaining capital cities have some way to go, with Sydney values -2.2% below their January 2022 peak and Melbourne values -3.7% below the March 2022 peak. Hobart values are down the most from their recent high, remaining -11.6% below peak levels.

Regional markets continue to lag their capital city counterparts. At a broad level, the combined regional index was up 0.7% in October compared with a 0.9% rise across the combined capitals, and this trend of higher growth in the capitals was evident across every state.

Despite the slower pace of growth, every rest of state region recorded a rise in home values over the month, except Regional Tasmania where values were flat. Similar to the trend in the capitals, Regional Queensland, WA and SA are showing stronger conditions with each of these rest of state regions at record highs in October.

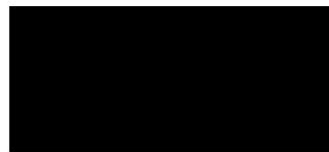
The trend in advertised stock levels remains a critical feature of the market influencing housing trends. After 10 months of below-average vendor activity, the flow of new capital city listings has ramped up through winter and spring to be almost 12% higher than a year ago. Although total listings (i.e. new listings plus relisting's) remain lower than this time last year and below the previous five-year average, it is clear that inventory levels are rising.

Total capital city stock on the market has increased by 5.1% since the start of spring, a clear indication that buyer demand isn't keeping pace with the flow of new listings.

However, the balance of advertised supply remains diverse across the country. At one end of the spectrum is Perth, where advertised stock levels have fallen through spring.

While vendor activity has picked up, home sales are tracking only slightly above the five-year average across the capitals, and are losing some momentum.

In markets where demand and advertised supply are more evenly balanced, it's logical to expect price growth to slow down.



Index results as at 31 October, 2023
Change in dwelling values

	Month	Quarter	Annual	Total return	Median Value
Sydney	0.8%	2.5%	9.0%	12.2%	\$1,121,196
Melbourne	0.5%	1.2%	2.4%	5.7%	\$778,541
Brisbane	1.4%	3.8%	7.8%	12.5%	\$770,575
Adelaide	1.3%	4.2%	6.5%	10.7%	\$700,024
Perth	1.6%	4.6%	10.8%	16.1%	\$631,195
Hobart	0.8%	0.3%	-4.9%	-0.8%	\$662,166
Darwin	-0.1%	0.3%	-1.7%	4.3%	\$497,315
Canberra	0.1%	0.7%	-1.6%	2.4%	\$842,722
Combined capitals	0.9%	2.6%	6.8%	10.5%	\$821,419
Combined regional	0.7%	1.5%	2.0%	6.5%	\$595,940
National	0.9%	2.3%	5.6%	9.6%	\$747,424

Source: Corelogic Home Value Index 31 October 2023

Rental vacancies fell to a new record low in October, reaching 0.9% across the combined capital cities and 1.2% across the combined regional markets. Nationally, rental listings were -35.5% below the previous five-year average over the four weeks ending October 29th.

We aren't seeing any signs of a supply response in rental markets just yet. Rental listings are consistently trending lower while rents have been rising every month for the past 39 months.

Despite such tight rental supply, the pace of growth in rents has generally lost some steam and has become more diverse. The rolling quarterly rate of rental growth across the combined capitals has reduced from 3.1% over the three months ending May to 1.8% over the most recent three-month period, mostly dragged lower by slowing growth in the unit sector.

House rents are once again rising faster than unit rents in Sydney and Melbourne, which may be tied to the seasonality of university semesters and foreign student arrivals.

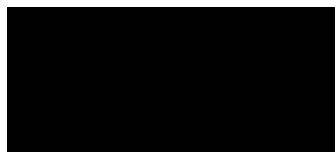
Gross rental yields look to have peaked as values continue to rise and the rate of rental growth decelerates. Nationally, gross yields peaked between February and April at 3.73% and have gradually trended lower to reach 3.69% in October.

The outlook for housing markets isn't as positive as it was a few months ago, with advertised stock levels on the rise, while buyer demand looks increasingly shaky amid low sentiment, stretched affordability, and the recent interest rate hike on Melbourne Cup Day.

While downside factors have become more prominent over recent months, other factors may support demand and values.

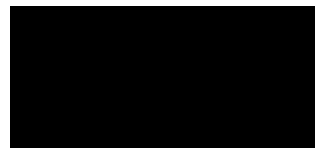
Labour markets have loosened a little, but with unemployment expected to remain well below the long run average, it's unlikely mortgage defaults or distressed home sales will rise materially.

Additionally, a burgeoning housing under-supply could keep some upwards pressure on housing prices, at least over the medium term.



MARKET EVIDENCE:

- 1. Address** 16 Wunulla Road, Point Piper
Sale Price \$13,700,000
Sale Date 22 October 2020
Site Area 1,157m²
Comments Older two storey brick residence with good harbour views on sloping, elevated site. Sale price represents land value. DA lodged to demolish all improvements and erect a new residence. Dated sale and values have risen significantly since. Allowing 40% for upward market movement the deduced land value equates to \$16,577/m² of site area.
- 2. Address** 24 Wunulla Road, Point Piper
Sale Price \$12,040,000
Sale Date 13 May 2022
Site Area 442m²
Comments A circa 2005 three storey brick residence in excellent condition with sweeping harbour views and double garage on a regular shaped, sloping and elevated site with a wide frontage to Wentworth Place. Allowing \$3,000,000 for the residence and 13% upward market movement the deduced land value equates to \$23,111/m² of site area.
- 3. Address** 9 Dunara Gardens, Point Piper
Sale Price \$9,800,000
Sale Date 1 September 2021
Site Area 645m²
Comments Older two storey brick residence in average condition with harbour views. A battle axe shaped, elevated site with a thin frontage to a narrow private road. Dated sale and values have risen significantly since. Allowing \$500,000 for the residence and 30% for upward market movement the deduced land value equates to \$18,977/m² of site area.
- 4. Address** 1A Wentworth Street, Point Piper
Sale Price \$8,750,000
Sale Date 27 May 2021
Site Area 651m²
Comments Older two and part three storey residence in good condition with double garage, terraces and pool. The land is regular in shape and situated below road. Dated sale and values have risen significantly since. Allowing \$1,250,000 for the residence and 35% for upward market movement the deduced land value equates to \$15,553/m² of site area.
- 5. Address** 30 Wyuna Road, Point Piper
Sale Price \$5,650,000
Sale Date 1 November 2019
Site Area 373m²
Comments A circa 1940's heritage listed two storey brick/sandstone residence in original condition with harbour views and garage on an elevated, sloping and irregular shaped site. Residence under full internal renovation. Dated sale and values have risen significantly since. Allowing \$500,000 for the residence and 50% for upward market movement the deduced land value equates to \$21,381/m² of site area.



VALUATION RATIONALE:

The addition of Willara Lane land to the adjoining sites will enlarge the areas to a minor extent.

Both 49 and 51 Wunulla Road are extensively developed with substantial freestanding residences and ancillary improvements on large waterfront sites. Therefore, it is considered that the addition of the Willara Lane land which consists of two small and narrow sites does not add any viable development potential by way of additional floor space ratio (FSR) to the adjoining properties.

Amalgamation of the Willara Lane land with the two adjoining sites preserves vehicular access on freehold title over Willara Lane via the driveways to the adjoining residences at both 49 and 51 Wunulla Road. The privacy and security of the properties would also be enhanced when the Willara Lane is consolidated with the adjoining properties and if the new boundaries are fenced.

In assessing the value, we have considered nearby improved sales of residential properties to assess the underlying land value analysed on a rate per square metre of site area. The sales show deduced land value rates ranging from \$15,553 to \$23,111 per square metre of site area.

Having regard to the location, sales evidence and Council NoM that no discounting is to apply to the sale price of road reserve, we have initially adopted a rate of \$23,000 per square metre.

Willara Lane contains underground services infrastructure in the form of water supply, gas and stormwater pipes. Before the road is closed and sold easements will need to be created for maintenance and protection of the existing infrastructure in favour of the relevant authorities. A right of carriageway will also be created across Willara Lane to allow adjoining owner access.

The draft plan of subdivision and administration sheet show the four easements. The terms and conditions of the respective easements are outlined in the accompanying Section 88B Instrument. The terms provide extensive rights to the various authorities allowing them to access the land and impose certain conditions such as prohibiting building any structures over their pipes.

Court precedence where compulsory acquisitions have occurred over parkland for sewerage easements show a discount rate from the land value of between 20% and 50% (see Penrith City Council v Sydney Water Corporation [2009] NSWLEC 2 and Sutherland Shire Council v Sydney Water Corporation [2008] NSWLEC 303). It is acknowledged these cases refer to compulsory acquisition matters under the Land Acquisition (Just Terms Compensation) Act, however the discount rate applied in these cases in our opinion has relevance to this matter.

In considering the value of the Willara Lane land subject to the easements and presence of the underground services we believe the restrictions imposed by the terms and conditions of the easements together with the burden of physical infrastructure would affect the value of land to such a large extent to warrant a diminution in land value of 50%.

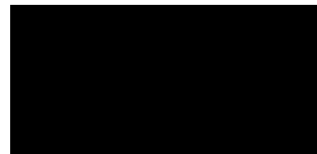
Applying a 50% reduction to the rate of \$23,000 per square metre results in a rate of \$11,500 per square metre. Calculation of the value of Willara Lane subject to the easements/services follows:

Lot 101

140.5m ² x \$11,500/m ² =	\$1,615,750
Say	\$1,615,000

Lot 102

31.76m ² x \$11,500/m ² =	\$365,240
Say	\$365,000



SPECIAL COMMENTS:

The assessment of value is neither an added value assessment nor a market value assessment but a specific instructed value subject to NoM – Item 16.3 which was passed on 23 May 2022.

The NoM – Item 16.3 states the only reduction to the value of the subject land is the “liability that would flow to Council by retaining the land”. Reduction due to liability will only apply where there is a known financial liability to Council if Council retain ownership prior to instructing the valuation. For the reduction to apply, the liability to Council would have already been made known to Council costed etc either before the application to close and sell part road reserve is received or during the preliminary stakeholder consultation stage undertaken soon after the application is received. Where applicable, costings to remedy the liability will be made available by staff to incorporate the reduction into the valuation.

Given there is no known pre-existing liability that is applicable to the subject land, the “reduction due to liability” in this instance does not apply.

PECUNIARY INTEREST:

We certify that the Valuer and valuation firm does not have any direct, indirect or financial interest in the property or clients stated herein that would conflict with the proper valuation of the property.

VALUATION:

In accordance with the foregoing, it is considered that the value of Willara Lane land adjoining the residential properties 49 and 51 Wunulla Road, Point Piper as at 2 November, 2023 is as follows:

Lot 101
\$1,615,000
One Million Six Hundred and Fifteen Thousand Dollars

Lot 102
\$365,000
Three Hundred and Sixty-Five Thousand Dollars

The valuations are inclusive of the Goods and Services Tax (GST).



MARK GREENHALGH, FAPI

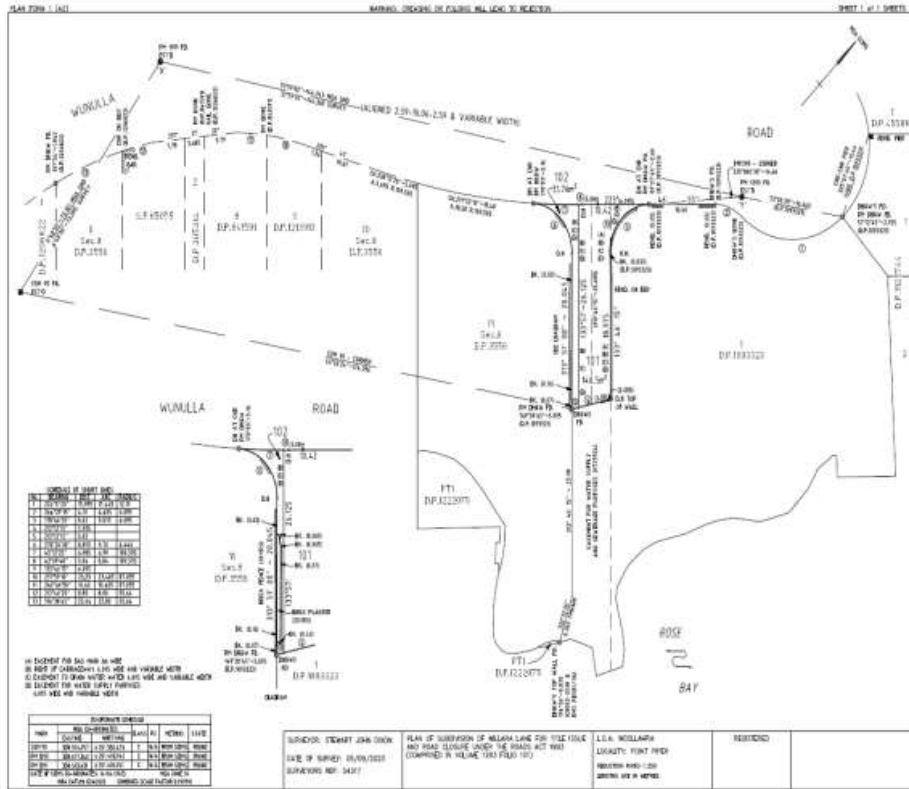
Certified Practising Valuer

Director

This valuation is for the use of and may be relied upon only by the instructing party. No other party is entitled to use or rely upon it and the valuer shall have no liability to any party who does so. Neither the whole of the report or any part or reference thereto, may be published in any document, statement nor circular without written approval of the form and context in which it will appear. This valuation is current at the date of valuation only. The values assessed herein may change significantly, unexpectedly over a relatively short period (including as a result of factors that the valuer could not reasonably have been aware of as at the date of valuation). We do not accept liability for losses arising from such subsequent changes in value. Liability limited by a scheme approved under Professional Standards Legislation.



**ANNEXURE A:
DRAFT PLAN OF SUBDIVISION**



Draft plan of subdivision for Willara Lane, Point Piper



PLAN FORM 6A (2019) DEPOSITED PLAN ADMINISTRATION SHEET		Sheet 2 of 2 sheet(s)
Office Use Only		Office Use Only
Registered:		
PLAN OF SUBDIVISION OF WILLARA LANE FOR TITLE ISSUE AND ROAD CLOSURE UNDER THE ROADS ACT 1993 (COMPRISED IN VOLUME 1283 FOLIO 101).		This sheet is for the provision of the following information as required: <ul style="list-style-type: none"> • A schedule of lots and addresses - See 60(c) <i>SSI Regulation 2017</i> • Statements of intention to create and release affecting interests in accordance with section 88B <i>Conveyancing Act 1919</i> • Signatures and seals- see 195D <i>Conveyancing Act 1919</i> • Any information which cannot fit in the appropriate panel of sheet 1 of the administration sheets.
Subdivision Certificate number: Date of Endorsement:		
NO ADDRESS AVAILABLE PURSUANT TO SECTION 88B OF THE CONVEYANCING ACT, 1919, IT IS INTENDED TO CREATE: <ol style="list-style-type: none"> 1) EASEMENT FOR GAS MAIN 3.0 WIDE 2) RIGHT OF CARRIAGEWAY, 6.095 WIDE AND VARIABLE WIDTH 3) EASEMENT TO DRAIN WATER, 6.095 WIDE AND VARIABLE WIDTH 4) EASEMENT FOR WATER SUPPLY PURPOSES, 6.095 WIDE AND VARIABLE IDTH 		
If space is insufficient use additional annexure sheet		
Surveyor's Reference: 54317		

Proposed easements to be created upon subdivision

Item No: R10 Recommendation to Council
Subject: **REQUEST FOR TENDERS FOR THE LEASE AND OPERATION OF LYNE PARK TENNIS CENTRE AT 550 NEW SOUTH HEAD ROAD ROSE BAY**
Author: Michelle Perez, Senior Property Officer
Approvers: Zubin Marolia, Manager Property & Projects
Tom O'Hanlon, Director Infrastructure & Sustainability
File No: 24/121789
Purpose of the Report: To inform Council of Officers' intention to invite Tenders for the lease and operation of Lyne Park Tennis Centre.
Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Recommendation:

THAT Council:

- A. Resolves to initiate request for Tenders for the lease and operation of Lyne Park Tennis Centre at 550 New South Head Road Rose Bay comprising the six (6) courts and operation of the cafe in connection with use of the courts.
- B. Includes provisions in the Tender to allow for multi-sport use of two courts, ensuring diverse activities can take place to optimise usage of the courts.

Executive Summary:

The Lyne Park Tennis Centre is currently occupied and operated as a tennis centre under a month to month holdover in line with the holdover provisions of the expired lease effective 31 August 2023. It is proposed that Tenders are invited to enter into a lease of the Tennis Centre with the Council for five (5) years with an option to renew for a further five (5) years.

Discussion:

The Council resolved at its meeting on the 27 August 2001 to grant a 10 year lease term plus two (2) further Options of 5 years each to Keith Walker, John Gordon Curtis Services Pty Ltd, and Graham Thompson. The original lease commenced on the 1 September 2003 and the final Option term was exercised from 1 September 2018 to 31 August 2023. Following lease expiry, the Tenant remains under a month to month holdover which may be terminated by giving one (1) month's written notice.

The Lyne Park Tennis Centre includes six (6) Tennis Courts plus club room, office, toilets, café and kitchen/storage area. In March 2015, Council received a request to recommission the Council toilet block for public use which is included in the leased area and sought agreement from the Tenant to surrender this area for the Rose Bay community. The Tenant declined Council's request on the basis they had a proposal they would like to put forward to Council for the toilet block and they were waiting on a resolution to the tree root issues before progressing. The current toilet block is not being used and the incumbent has notified Council that he would like to utilise the space to widen the courts as they are too narrow.

There has been a long standing issue regarding the tree roots from the adjacent fig trees impacting the Tennis Courts and damaging the court bases. Council has on a number of occasions undertaken repairs to the court sub-structure and surface, installed root barriers and replaced sections of the courts. However further ongoing root growth has resulted in the courts sub-structure, drainage system and surface being compromised. A few years ago Council undertook public consultation regarding the removal of the trees however, from the submissions received, it was evident that the community had a very strong opinion that the trees should remain. As this option of removal of the trees was deemed not feasible, Council engaged a contractor to undertake sectional repairs and removal of affected roots which provided for a short to medium term solution.

Due to the extensive tree root invasion to the tennis courts, Council has allocated a sum of \$250,000 in the capital budget for contribution towards a major upgrade of the Courts. The proposed upgrade includes construction of a concrete structure lifted off the ground so the courts are not affected by tree roots in the future. The design will be detailed in the Tender for the incumbent to undertake the works as part of their upgrades.

The Plan of Management adopted on the 14 December 2023 affirms that long term leases of the premises for use for public recreation i.e. tennis centre and for public social welfare or development such as a cafe, can be granted. It is therefore proposed to invite Tenders for the lease and operation of the premises as a Tennis Centre and cafe in connection with use of the Courts for an initial five year lease term with an option for a further five year term.

Following recent controversy over the inclusion of multi-sports in a tender at Cooper Park tennis centre, the incumbent operator at Lyne Park tennis centre was asked to comment on the desirability of allowing for multiple sports in a new lease. The feedback received is that the incumbent finds merit in allowing multiple sports within the lease agreement, the incumbent mentioned they had been involved in multi sports facilities in other locations and it has been successful. The current lease is silent in relation to multi-sports however, allocating one or two courts for diverse activities on occasions would optimise usage of the courts, when they are not booked for tennis. Tennis will continue to serve as the primary use of this facility.

In June 2024, Council adopted the *Leasing and Licensing of Council Controlled Land Policy*. In part, that draft policy provides as follows in the case of leases and licenses to commercial operators on Community or Crown Land:

"1 The market shall be tested through an open tender process....

.

.

3 Prior to the calling of tenders, a report which details the proposed use under a lease or licence will be brought before Council. Tenders shall not be called until Council has approved the use."

Accordingly, Council approval is being sought at this time so that if approved, the Tender process may be initiated and progressed during the Council's caretaker mode in anticipation of the Local Government elections due to be held on 14 September 2024. Once the tender process is completed a report will be submitted to the Finance Community & Services Committee meeting in November 2024.

Options:

The Council has the option to either accept the resolution or come to a decision it deems suitable. Further, the Council can resolve not to introduce multi-sport offerings at this centre.

Community Engagement and / or Internal Consultation:

There was no community engagement and / or consultation required in writing this report. The tender will be publically advertised in accordance with the Tendering Regulations.

Policy Implications:

There are no policy implications as a result of this report.

Financial Implications:

Council currently receives an income for the premises equating to \$195,021.71 per annum ex. GST. It is anticipated that the invitation to Tender will lead to offers in excess of this amount.

Resourcing Implications:

Council Officers will conduct the Tender with assistance from contracted solicitors and an independent probity adviser.

Conclusion:

It is considered appropriate for Tenders to now be invited for the lease and operation of Lyne Park Tennis Centre.

There appears to be a demand for repurposing some of the tennis courts to offer a wider variety of recreational options that cater to the diverse needs of the community. This is a good opportunity for the Council to upgrade this facility and enhance its functionality for the enjoyment of the courts for a broader community as envisaged in the Recreation Strategy.

Attachments

Nil

Item No: R11 Recommendation to Council
Subject: **CONSIDERATION OF TENDER RESPONSES FOR THE LEASE AND OPERATION OF WATSONS BAY TEA ROOMS AT 8 MARINE PARADE, WATSONS BAY - TENDER SC7974**

Authors: Jim Allison, Senior Property Officer
Michelle Perez, Senior Property Officer

Approvers: Zubin Marolia, Manager Property & Projects
Tom O'Hanlon, Director Infrastructure & Sustainability

File No: 24/129350

Purpose of the Report: To consider responses to the tender for the Lease and Operation of Watsons Bay Tea Rooms, tender no. SC7974

Alignment to Delivery Program: Strategy 11.2: Secure Council's financial position.

Recommendation:

THAT Council:

- A. Accepts the tender submitted from Baithouse Watsons Bay Pty Ltd for the sum of \$56,818.18 excl. GST per annum for rent and enters into a Lease and Deed of Agreement for the Operation of Watsons Bay Tea Rooms Cafe, 8 Marine Parade, Watsons Bay for an initial term of five years plus a five-year option term with CPI annual rent increases and a review to market.
- B. Requires a comprehensive work, health and safety plan specific to the use of the premises to be submitted prior to formalising any lease agreement.
- C. Authorises the General Manager to execute all legal documents required to enter into a Lease and Deed of Agreement with Baithouse Watsons Bay Pty Ltd.

Executive Summary:

Tenders were invited from suitably qualified parties to lease, equip, operate and manage the business of a cafe at Watsons Bay Tea Rooms located at 8 Marine Parade, Watsons Bay to include a licence (non-exclusive use) over the adjacent outdoor seating area for a 5 year term with an option to renew for a further five years. Part of the licenced area lies within the adjoining road reserve in legal but not practical terms 'on the ground', a fact to be acknowledged by a Deed of Agreement (as per the current arrangement). A plan showing the leased and licenced areas is attached (attachment 1)

The tender and the evaluation process was overseen by the independent probity advisor Procure Group Pty Ltd who had been retained by Council and they have confirmed the evaluation process adhered to best probity practice and that there were no known probity issues.

Only one submission was received, being from the incumbent, Baithouse Watsons Bay Pty Ltd. It is recommended that Council accepts the submission received.

Discussion:

Tenders were last invited for the lease and operation of Watsons Bay Tea Rooms in 2008. As a result of that Tender process, the premises were leased for a five year term commencing on 13 February 2009 with a further option for five years. At the end of the initial lease term, the lease was renewed for the further Option from 13 February 2014 to 12 February 2019. The lease was assigned to Baithouse Watsons Bay Pty Ltd in December 2018. Following lease expiry, the tenant has occupied the premises on a month to month agreement. The use of the premises throughout the term of the lease has been a café.

Tender SC7974 for the Lease and Operation of Watsons Bay Tea Rooms Café was advertised in the Tenders section of the Sydney Morning Herald commencing on Tuesday 14 May 2024 and in the Wentworth Courier on Wednesday 15 May 2024. The tender was also available through Council's tender portal Vendor Panel.

A mandatory pre-tender meeting and inspection was held on 29 May 2024 at 10.30am. Five interested parties attended this meeting. The inspection included the kitchen and back of house areas. Questions raised by attendees were answered and a record of the meeting was circulated to all attendees who attended the meeting, and was placed on the Vendor Panel website.

Tenders submissions closed at 3pm on 17 June 2024. Only one (1) tender was received at the closing date and time as follows:

Tenderer	Tendered Rent (ex GST) per annum (First year)
Baithouse Watsons Bay Pty Ltd	\$56,818.18

Tender Assessment:

The tender assessment panel comprised of Jim Allison, Senior Property Officer, Michelle Perez, Senior Property Officer and Micaela Hopkins, Environment and Sustainability Team Leader.

Council has resolved that a probity adviser should be included during the tender assessment stage which is the protocol for high risk, high value or sensitive projects. This contract was deemed to meet this definition and Procure Group Pty Ltd was engaged as the independent Probity Advisor to oversee this tender.

Prior to the closing date, the tender panel agreed on the following weightings, which were applied by the panel when scoring tender returnable schedules against the advertised tender evaluation criteria:

Rent to Council (first year)	40%
Experience and qualifications in managing/operating a café	20%
Comprehensive business plan for the first two years of operation of the Premises	15%
Detailed Work Health and Safety plan for the Premises	5%
Environmental Plan of Management	5%

Tender Evaluation:

See confidential Attachment 2

Tenderer summary:

Baithouse Watsons Bay Pty Ltd was assigned the lease over five years from a previous tenant. Nicola Tozzi is the sole Director and operator. Nicola currently oversees the front of house operations whilst his two daughters assist with the customer experience side of the business.

Prior to the lease and operation of the Watsons Bay Tea Rooms, Nicola Tozzi owned and operated similar ventures across Sydney. Most notably Café Roma in Potts Point for approximately 18 years and Bar Fiore in Darlinghurst for 5 years. Landlord references were not supplied (other than Council). The tender submission was supported by extensive general references from the local community in support of Baithouse Watsons Bay Pty Ltd. Reference checks were undertaken and feedback has been positive with regards to the current tenderer's hospitality, customer service, food and overall dining experience.

The tender submission included details of additional proposed works within their business plan which will be included in the lease as an obligation. A summary of the proposed works and estimated costs are detailed below and will be subject to Development Approval:

Proposed works	Estimated cost (incl GST)
Installation of outdoor pergola with retractable awning	\$85,000
Internal venue refurbishment	\$12,500
Garden improvements: install rectangular pots with bougainvillea plants/hedge to cover water tanks	\$1,000
Installation of solar electricity panels	\$6,000
Total spend in first 2 years (2024-2026)	\$104,500

Baithouse Pty Ltd in accordance with the tender conditions, have both a complying tender and a non-complying offer. The non-complying offer proposes the introduction of on-premises liquor licence with extended hours and an offer of additional \$4,545.46 exc. GST per annum rent. As this proposal will require a submission of a development application and require Council's consent as land owner to submit a DA, this proposal can be considered at a later date. If approved, any additional rent will be based on an independent market valuation.

Post Tender Clarification:

Several clarifications were sought post tender and the tenderer's responses, most particularly in relation to other business interests (none) and the submitted details relating to the tenderer's Work, Health and Safety Plan. It was clarified that although components of their WHS plan were included in the tender documentation there was no stand-alone WH&S management plan. A comprehensive WHS plan will be sought prior to final execution of lease documents.

Following receipt of tender clarifications and the financial assessment, the tender panel reconvened and agreed on the final scoring and assessment of the Tenderer's submission. It should be noted the final score did not change and confirmed the initial evaluation assessment.

The independent probity advisor, Procure Group Pty Ltd has submitted their Probity Report, concluding that the tender process has been conducted in a fair and equitable manner with due regard to probity. A copy of this is attached at Attachment 3.

Options:

As per section 178 of the Local Government (General) Regulation 2021, Council must either:

- a) Accept the Tender Submission that, having regard to all the circumstances, appears to it to be the most advantageous, or
- b) Decline to accept any of the Tender Submissions.

Given the relative failure of the tender to generate submissions and notwithstanding the concerns raised during the tender evaluation as outlined in confidential annexure 2, it is considered appropriate for Council to accept the Tender submission received from Baithouse Watsons Bay Pty Ltd.

Community Engagement and / or Internal Consultation:

It is considered that no community engagement or internal consultation was required in writing this report.

Policy Implications:

There are no policy implications as a result of this report.

Resourcing Implications:

Property & Projects staff will manage the process of negotiation and completing any new lease. They will be assisted by the external lawyers that prepared the draft Lease and Deed of Agreement that was included as part of the tender documentation

Financial Implications:



The current rent for Watsons Bay Tea Rooms Café is \$56,689.53 excl GST per annum. Baithouse Watsons Bay Pty Ltd has offered an annual rent of \$56,818.18 in the first year of the lease. This represents a circa 0.23% increase in the current passing annual rent.

Conclusion:

It should be noted that the café industry in Sydney is facing significant challenges due to rising costs and changing consumer behavior. Baithouse Watsons Bay have demonstrated they have the experience and capability to run the Watsons Bay Tea Rooms Café and appear capable of weathering the current and future market conditions.

Therefore, the tender evaluation panel recommends that subject to receiving a comprehensive work health and safety plan, Council accept the tender submitted by Baithouse Watson's Bay Pty Ltd for Watsons Bay Tea Rooms Café, for an agreed initial rental of \$56,818.18 per annum (excluding GST) and enter into a lease agreement for a five (5) year initial term plus a further five (5) year option.

Attachments

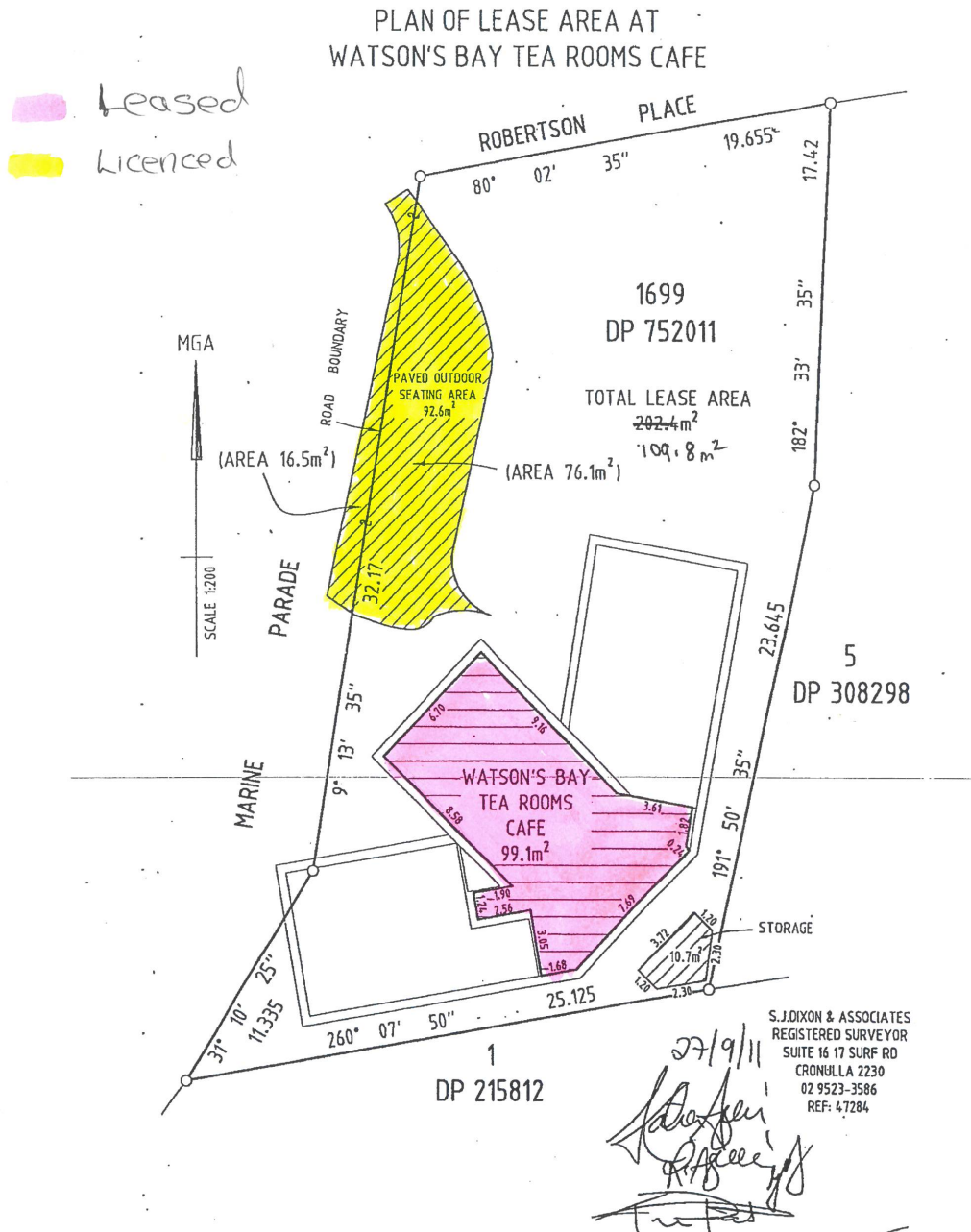
1. Plan of the Leased and Licensed Areas [↓](#) 
2. Tender Evaluation (*circulated under separate cover*) - **Confidential**
3. Probity Report [↓](#) 

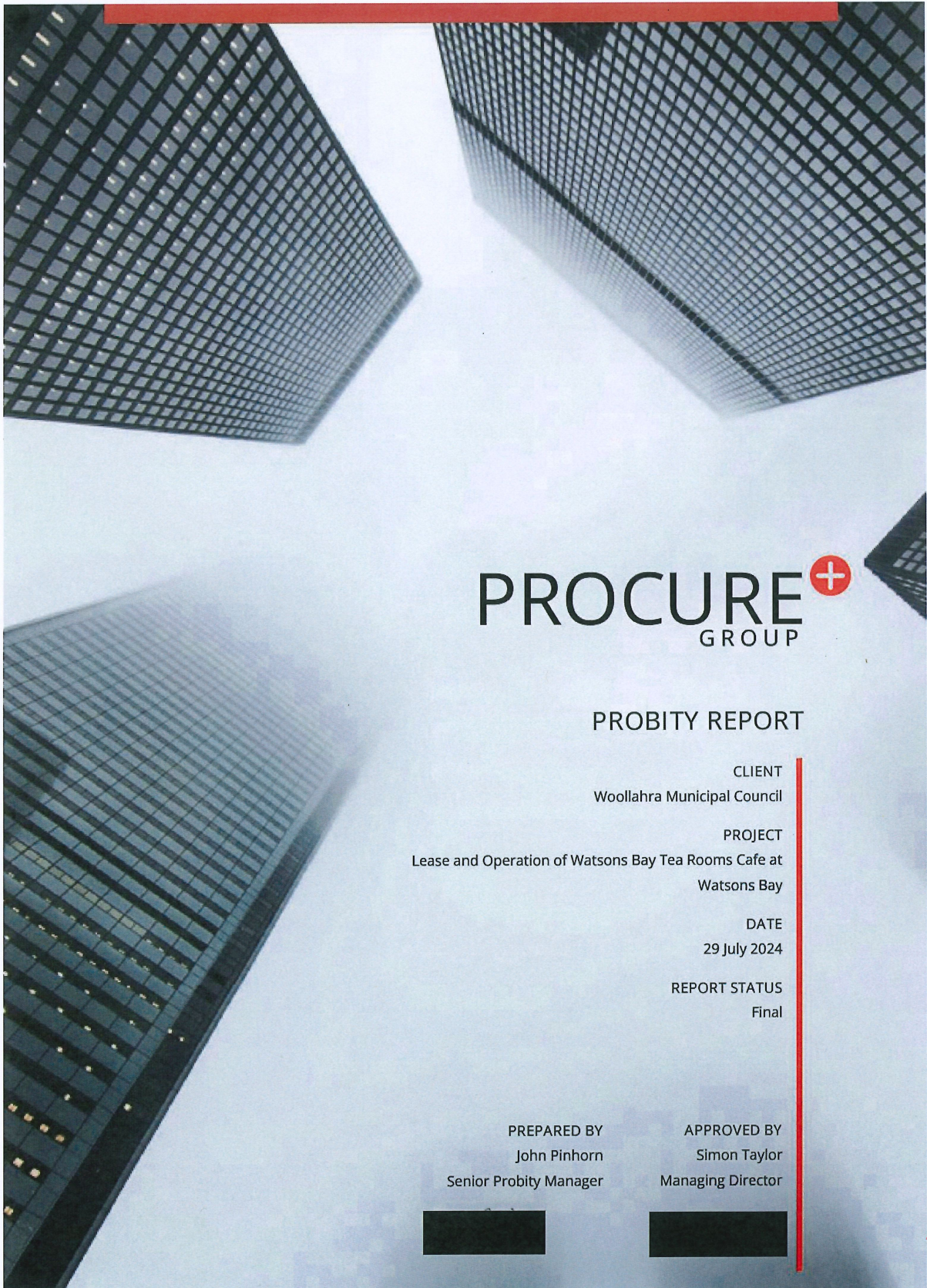
Annexure 1

Deed of Agreement: Watsons Bay Tearooms Cafe

HWL Ebsworth

Req:R926034 /Doc:DL AG030767 /Rev:20-Oct-2011 /Sts:NO.OK /Ext:04-Feb-2014 11:27 /Pgs:ALL /Seq:4 of 38
 Ref: /Src:0





PROCURE GROUP

PROBITY REPORT

CLIENT

Woollahra Municipal Council

PROJECT

Lease and Operation of Watsons Bay Tea Rooms Cafe at
Watsons Bay

DATE

29 July 2024

REPORT STATUS

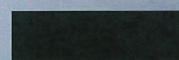
Final

PREPARED BY

John Pinhorn
Senior Probity Manager

APPROVED BY

Simon Taylor
Managing Director



Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report



CONTENTS

Statement of Responsibility	2
1 Introduction	3
1.1 Our Engagement	3
1.2 Project Summary	3
1.3 Summary of Key Activities and Dates	3
2 Conclusion	4
3 Scope and Methodology	5
3.1 Probity Advisor's Role	5
3.2 Scope of Work	5
3.3 General Approach Taken	5
3.4 Probity Risk Assessment	6
4 WORK PERFORMED & OBSERVATIONS	7
4.1 Maintaining Accountability and Transparency	7
4.2 Maintaining Impartiality	8
4.3 Managing Conflicts of Interest	8
4.4 Maintaining Confidentiality	8
4.5 Obtaining Value for Money	9
Attachment A – Key Terms & Definitions	10

Statement of Responsibility

This probity report has been prepared for the purpose of assisting Woollahra Municipal Council in its decision making regarding the procurement process for the Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay Project. Procure has compiled the report on the basis of:

- information it has been given and which it has reviewed;
- the processes and procedures it has observed; and
- the issues raised with it.

The conclusion stated in section 2 of this report is based upon the work performed as documented in it. While Procure has identified probity risks and considered the controls, environment and action taken by Woollahra Municipal Council to address those risks, probity issues may nevertheless have arisen that have not been identified.

As the probity advisor, Procure has focussed solely on probity aspects of the process. Procure does not provide, nor does it purport to provide, nor can it be construed to have provided legal, commercial, procurement or technical advice. It is the Woollahra Municipal Council's responsibility to obtain appropriate advice and ensure compliance with relevant legislative and policy requirements.

While Procure may provide input into processes followed, Woollahra Municipal Council retains responsibility for the probity of its personnel and processes. The report cannot be relied upon by any other party or for any other purpose.

1 INTRODUCTION

1.1 Our Engagement

Procure Group Pty Ltd (Procure) has been engaged by Woollahra Municipal Council (Council) to provide independent probity advisory services in relation to the procurement process for the Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay. Further detail regarding our scope of service is included in section 3.

This report sets out our work performed and observations from a probity perspective relating to the procurement process followed by Woollahra Municipal Council, within the context of the framework provided by the NSW Independent Commission Against Corruption's (ICAC) probity fundamentals.

1.2 Project Summary

The Council was seeking Tenders from experienced commercial operators to lease and operate the Watsons Bay Tea Rooms Cafe located at 8 Marine Parade, Watsons Bay. A competitive Request for Tender (RFT) process was undertaken, and the RFT was advertised through VendorPanel and the Woollahra Municipal Council's website on 13 May 2024, and in the Sydney Morning Herald on 14 May 2024, and the Wentworth Courier on 15 May 2024. The RFT was open for a period of 31 days closing at 3.00pm on Monday 17 June 2024.

At the RFT closing time of 3.00pm on 17 June 2024, Council received 1 Tender. The RFT Evaluation Panel (EP) has completed its assessment in accordance with the approved Evaluation and Probity Plan and has prepared an Evaluation Report recommending a preferred Tenderer for contract award. The Evaluation Report was finalised and approved by the EP members on 29 July 2024.

1.3 Summary of Key Activities and Dates

ACTIVITY	DATE
RFT issue date	13 May 2024
Mandatory Pre-Tender meeting on site	29 May 2024
Deadline for requests of information by Tenderers	11 June 2024
RFT Closing date	17 June 2024
Tender opening	17 June 2024
Evaluation Panel meetings	26 June 2024 22 July 2024
Evaluation Report finalised	29 July 2024

Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report

PROCURE⁺
GROUP

2 CONCLUSION

Based upon our work performed and detailed in this report, no issues of a probity nature have come to our attention that would lead us to conclude that the process followed by Woollahra Municipal Council in the evaluation of the Tender for the appointment of an appropriately experienced commercial operator to lease and operate the Watsons Bay Tea Rooms Cafe located at 8 Marine Parade, Watsons Bay has not been conducted in a fair and equitable manner with due regard to probity.

3 SCOPE AND METHODOLOGY

3.1 Probity Advisor's Role

3.1.1 Role of Probity Advisor

Attachment A provides a detailed description of the role of the probity advisor as well as a definition of probity, taken from relevant publications of the ICAC. In short, a probity advisor is engaged to observe, review, and provide guidance on the integrity of procedures and processes, focusing on the means, rather than the ends, of the project in question.

3.1.2 Probity Fundamentals

In undertaking the probity advisory role, Procure has had regard to the "probity fundamentals" identified by the ICAC. These probity fundamentals are:

- + Maintaining accountability and transparency;
- + Maintaining impartiality;
- + Managing conflicts of interest;
- + Maintaining confidentiality; and
- + Obtaining value for money.

Further detail describing these probity fundamentals is included in Attachment A.

Section 4 of this report outlines our work performed to monitor the application of the probity fundamentals.

3.2 Scope of Work

Procure was engaged on 17 April 2024 by Woollahra Municipal Council to act as probity advisor in regard to the RFT for the Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay. In accordance with our proposal, our scope of work included the following:

- + Attend an initial meeting with Council to understand requirements of the project;
- + Review and provide comment on the procurement strategy, RFT documents and Evaluation and Probity Plan;
- + Review conflict of interest arrangements, review confidentiality arrangements and review records maintained by the Council;
- + Attend on site Pre-Tender meeting (including preparation);
- + Review and monitor communications with Tenderers throughout the process including addenda and post Tender clarifications;
- + Attend evaluation meeting to shortlist Tenderers;
- + Attend interviews with shortlisted Tenderers;
- + Attend final evaluation meeting;
- + Review Evaluation Report and provide comment from a probity perspective;
- + Provide ad-hoc probity advice to address any issues raised that relate to the probity of the process; and
- + Attend debriefs with unsuccessful Tenderers.

3.3 General Approach Taken

In providing the above services, Procure has employed a range of approaches, including:

- + Consideration of relevant Council's Procurement Guidelines;
- + Consideration of ICAC Guidelines for managing public sector projects;

Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report

PROCURE⁺
GROUP

- + Review of relevant NSW legislation including the *Local Government Act 1993* and *Local Government (General) Regulation 2021*;
- + Review of Department of Premier and Cabinet (Local Government) – Tendering Guidelines for Local Government;
- + Review of and input into relevant RFT documentation to maintain accountability and transparency;
- + Provision of advice regarding probity risk assessment in consultation with Woollahra Municipal Council;
- + Observation of key meetings, activities, and processes; and
- + Discussions with relevant representatives of the project team and provision of advice on issues arising.

3.4 Probity Risk Assessment

Procure has adopted a risk based approach to the provision of its probity services. At the commencement of the engagement, Procure identified typical probity risks and mitigation strategies. This was refined with client input to address project specific risks and mitigation controls.

4 WORK PERFORMED & OBSERVATIONS

4.1 Maintaining Accountability and Transparency

In advising and monitoring the process in relation to *Maintaining Accountability and Transparency*, Procure has undertaken the following tasks:

4.1.1 Pre receipt of Tenders:

- + Noted that the RFT had been advertised on the Woollahra Municipal Council website and VendorPanel on 13 May 2024, and in the Sydney Morning Herald on 14 May 2024 and the Wentworth Courier on 15 May 2024;
- + Noted that Council prepared an Evaluation and Probity Plan for this RFT and this was approved by EP members on or before 17 June 2024;
- + Attended the mandatory Pre-Tender briefing held on site for registered potential proponents and provided a probity briefing to attendees. Noted that participation at the meeting was a requirement for submitting a conforming Tender. Observed that there were no probity issues raised at the meeting;
- + Conducted a probity review of the questions and answers provided for the RFT on the VendorPanel website;
- + Confirmed that the Evaluation and Probity Plan for the management of the evaluation of Tenders was developed by Council's Manager Property and Projects with probity advice from Procure. The Evaluation and Probity Plan included, among other things, the following:
 - + Introduction including purpose and objectives of the document;
 - + Summary of roles and responsibilities of the EP members, including decision making;
 - + Evaluation Protocols;
 - + Confidentiality;
 - + Conflicts of interest;
 - + Record keeping;
 - + Communication with proponents;
 - + Evaluation process; and
 - + Weightings to be applied to evaluation criteria;
- + Noted that Council had decided not to publish the evaluation criteria weightings and sub-weightings in the Evaluation and Probity Plan as a measure to ensure their confidentiality and the integrity of the evaluation process;
- + Further confirmed and noted that the evaluation criteria weightings and sub-weightings were approved by Council on 10 May 2024 and made available to the EP members upon distribution of the received Tender and at the EP meeting held on 26 June 2024;
- + Noted that membership of the EP comprised persons that appeared to have appropriate skill and experience to conduct the evaluation;
- + Reviewed the RFT documentation issued to Tenderers to confirm that evaluation criteria and submission requirements were appropriately documented;
- + Reviewed all Council Tender Addendums issued during the RFT period to ensure they met probity requirements; and
- + Observed that the evaluation criteria included in the scoring worksheets was used in the assessment of Tenders in accord with the Evaluation and Probity Plan and RFT documentation.

4.1.2 Receipt and evaluation phase:

- + Noted that the secure electronic VendorPanel directory was opened on 17 June 2024 and confirmed that one Tender was received;
- + Further noted that Council did not accept any late Tender and the VendorPanel website did not permit submissions after the Tender submission deadline;
- + Noted that each EP member had undertaken an individual assessment of the Tender and had completed the scoring worksheets prior to attending the EP meeting held on 26 June 2024. Noted that

Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report

PROCURE⁺
GROUP

- the EP members used an evaluation sheet which outlined the pre-determined selection criteria, as per the Tender documentation, including the mandatory requirements, non-cost criteria and cost criteria;
- + Attended the EP consensus scoring meeting held on 26 June 2024, at which individual EP members were provided with the evaluation criteria weightings and sub-weightings and proceeded to score the single Tender against each specified criterion;
 - + Noted robust discussion amongst EP members, in which individual scores were discussed and initial consensus scores agreed for the Tender;
 - + Noted that the EP prepared Tenderer clarifications for the shortlisted Tenderer and a probity review was conducted;
 - + Attended the EP meeting held on 22 July 2024 and noted that the EP reviewed the responses to the clarification requests submitted by the Tenderer and resolved to finalise consensus scoring for the shortlisted Tenderer. The EP after deliberation scored the Tenderer and made its final recommendation regarding Tender award;
 - + Reviewed the Evaluation Report prepared by the EP and confirmed that it accurately reflected the evaluation process followed and conclusions of the EP. The Evaluation Report was signed by each member of the EP on 29 July 2024;
 - + Reviewed the scoring calculations included in the Evaluation Report. No errors were noted; and
 - + Confirmed through observation of the evaluation process and review of documentation maintained that the EP members at the meetings held on 26 June 2024 and 22 July 2024, had followed the Evaluation and Probity Plan in all material respects.

4.2 Maintaining Impartiality

In advising and monitoring the process in relation to *Maintaining Impartiality*, Procure has undertaken the following tasks:

- + Confirmed that on 26 June 2024, the EP agreed to seek clarifications in regard to the non-price criteria from the Tenderer. The request for clarifications did not provide an opportunity to improve the Tenderer's pricing or to improve on responses to non-price criteria;
- + Confirmed that the Tenderer was assessed against the evaluation criteria. These criteria were those included in the RFT documentation issued to Tenderers;
- + Observed the evaluation process and confirmed that the process afforded fair and equitable treatment of the Tenderer, in accordance with the Evaluation and Probity Plan; and
Noted that each member of the EP was present when scoring of the Tender was discussed and agreed and the recommendation was confirmed.

4.3 Managing Conflicts of Interest

In advising and monitoring the process in relation to *Managing Conflicts of Interest*, Procure undertook the following tasks:

- + Confirmed that the EP members had signed individual Conflicts of Interest and Confidentiality Declarations and noted that there were no perceived or actual Conflicts of Interest declared;
- + Confirmed at the EP meetings held on 26 June 2024 and 22 July 2024, that no member was aware of any conflict of interest;
- + Confirmed by review of original documents that each of the EP members had signed the Conflict of Interest Declaration document prior to the receipt of the Tender; and
- + Confirmed at the final EP meeting held on 22 July 2024, that no member was aware of any conflict of interest.

4.4 Maintaining Confidentiality

In advising and monitoring the process in relation to *Maintaining Confidentiality*, Procure has undertaken the following tasks:

Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report

PROCURE⁺
GROUP

- + Advised the EP members that they were under a general requirement to maintain strict confidentiality and noted that documentation considered to be confidential was kept in restricted access drives;
- + Noted the application and use of confidentiality controls during the distribution of the Tender to EP members and that the restrictions on access were consistent with the Evaluation and Probity Plan;
- + Emphasised confidentiality obligations to EP members when attending the EP meetings on 26 June 2024 and 22 July 2024;
- + Confirmed at the EP meetings held on 26 June 2024 and 22 July 2024, that confidentiality requirements during the RFT process were handled in accordance with the Evaluation and Probity Plan and further confirmed that EP members were not aware of any breach of confidentiality;
- + Confirmed at the final EP meeting held on 22 July 2024, that EP members were not aware of any breach of confidentiality; and
- + Confirmed that no breach of confidentiality has been brought to the attention of the probity advisor.

4.5 Obtaining Value for Money

In advising and monitoring the process in relation to *Obtaining Value for Money*, Procure has undertaken the following tasks:

- + Noted that rent to Council was a [REDACTED] evaluation criterion, experience and qualifications in managing/operating a café was a [REDACTED] weighted criterion, provision of a comprehensive business plan for the first two years of operation of the Premises was a [REDACTED] weighted criterion, a detailed Work, Health and Safety plan for the Premises was a [REDACTED] weighted criterion, and an Environmental Plan of Management was a [REDACTED] weighted criterion;
- + Observed at the EP meetings held on 26 June 2024 and 22 July 2024, robust and comprehensive evaluation of the proposal against value for money-based evaluation criteria;
- + Noted the proposed rent offered was \$56,818.18 excluding GST which represents a circa 0.23% increase on the current annual rent;
- + Noted that the Tenderer included in their business plan additional proposed works for the site which include a total spend in the first two years of the Lease term of \$104,500; and
- + Noted at the EP meeting held on 22 July 2024, that it was the consensus position that the recommended Tenderer represented best available value for money, and this was confirmed in the EP Evaluation Report.

Woollahra Municipal Council
Lease and Operation of Watsons Bay Tea Rooms Cafe at Watsons Bay – Probity Report



Attachment A – Key Terms & Definitions

Key Terms	Definition
Probity Advisor	In its publication <i>'Probity and Probity Advising'</i> (November 2005) the ICAC describes a probity advisor as: <i>"an individual or organisation engaged to observe, review and provide guidance on the probity framework and/or processes of a project. Agencies use internal or external probity advisors to verify that the processes followed are consistent with government regulations, policies, guidelines and best practice principles. A probity advisor provides opinions and guidance on probity risks and issues that may arise during the process and confirms, in writing, whether the concluded process is consistent with the requirements outlined in a probity plan as well as general probity fundamentals. If probity requirements are not being or have not been met, the advisor identifies the non-conformities and any reasons for these in a written report, and if necessary, suggests solutions and monitors their implementation."</i>
Probity	Probity may be defined as: <i>"integrity, uprightness, honesty"</i> (Macquarie Dictionary). Within the public sector, the word "probity" is often used in a general sense to refer to an "appropriate process". Government seeks to conduct its commercial dealings with integrity. Public officials (and their advisors) must be able to demonstrate high standards of probity while pursuing the stated project objectives.
Maintaining Accountability & Transparency	Public sector accountability requirements are intended to save money, resources and time in the long term and prevent corruption, maladministration and substantial waste of public resources. All persons with responsibilities in relation to a project should be accountable for their actions associated with the project. All key activities and decision-making associated with the project should be recorded. Transparency helps ensure that a process is conducted with integrity, thus enhancing competition and the delivery of value for money, as well as reducing opportunities for corruption, maladministration and substantial waste of public money. An evaluation process should be applied consistently and conducted in accordance with an appropriate methodology. Processes should be well documented and reviewable.
Maintaining Impartiality	Individuals and organisations involved in preparing and submitting proposals for large public sector contracts often invest considerable time, effort and resources in doing so. In return, they are entitled to expect impartial treatment at every stage of the process. If they do not consider the process to be impartial and honest, they may withhold valuable ideas or be deterred from bidding in the future. Any form of bias, whether driven by personal interests or not, could jeopardise the integrity of the project.
Managing Conflicts of Interest	Conflicts of interest arise when there is a conflict between a public official's public duty and private interests, where those private interests could improperly influence the performance of their official duties and responsibilities. Advisors and other consultants working on the project must comply with public sector conflict of interest requirements. Failure to declare and/or effectively manage conflicts of interest can damage the integrity of the project, therefore eroding public or market confidence in the outcomes. Inadequate systems for identifying and dealing with conflicts of interest provide opportunities for corruption, maladministration and serious waste of public resources.
Maintaining Confidentiality	Accountability and transparency are fundamental to the work of public sector organisations and public officials. However, there is some information that needs to be kept confidential, at least for a specified period of time, in order to protect the integrity of a process and give private sector participants the confidence to do business with government. This information can include the content of proposals, intellectual property and pricing and profit structures. Importantly, much of the information relating to a project needs to be kept confidential up to the point where a contract is signed.
Obtaining Value for Money	Value for money is achieved by fostering an open competitive environment in which private sector participants can make attractive, innovative proposals with the confidence that they will be assessed on their merits. Lapses in probity often end with one or more parties obtaining unreasonable financial gains at the expense of the public interest. Value for money does not necessarily mean lowest price. Agencies need to consider non-price elements of proposals (including risk) and devise criteria that allow them to be evaluated.

Item No: R12 Recommendation to Council
Subject: **REVIEW OF COUNCIL'S PRIVACY MANAGEMENT PLAN**
Author: Jennifer Chenhall, Manager Governance & Risk
Approvers: Sue Meekin, Director Corporate Performance
Craig Swift-McNair, General Manager
File No: 23/2397
Purpose of the Report: To present to Council for consideration the Draft Privacy Management Plan.
Alignment to Delivery Program: Strategy 11.3: Ensure effective and efficient governance and risk management.

Recommendation:

THAT Council adopts the revised Privacy Management Plan as shown at **Attachment 1** to this report.

Executive Summary:

The purpose of this report is to present an amended Privacy Management Plan (the Plan) to Council for adoption. A copy of the amended Privacy Management Plan is at **Attachment 1**.

Discussion:

Council is required to have the Plan to be compliant with the Privacy and Personal Information Protection Act 1998 (*PPIP Act*), the Health Records and Information Privacy Act 2002 (*HRIP Act*) and the Mandatory Notification of Data Breach Scheme (MNDB Scheme).

In accordance with Section 33 of PPIP Act, all councils are to have a Privacy Management Plan that deals with:

- The devising of policies and practices to ensure compliance by Council with PPIP Act and HRIP Act,
- The dissemination of those policies and practices to Council staff, contractors and councillors;
- The Council's procedures in relation to internal reviews under Part 5 of PPIP Act; and
- Such other matters as are considered relevant by Council in relation to privacy and the protection of Personal Information held by Council.

Council's current Plan was last reviewed in 2018 and is due for review in 2024. Since Council's last review the Privacy Code of Practice for Local Government was introduced in December 2019 and there has been legislative changes to the PPIP Act and the introduction of the MNDB Scheme.

The changes to the Plan have therefore been significant and staff have taken the opportunity to rewrite the Plan in a more condensed and plain English manner. Due to the significant rewrite of the Plan, the changes have not been shown using highlighting in the usual manner however below is a link to the current Plan for information of Councillors and the community:

<https://www.woollahra.nsw.gov.au/files/assets/public/v/3/plans-policies-publications/privacy-management-plan-2018.pdf>

The amended Plan in summary sets out:

- How the Woollahra community will be informed about how their personal information will be used, stored and accessed after it is collected by Woollahra Council.
- Information for the Community about how to contact Council about the personal and health information it holds, how this information can be accessed and amended.
- How privacy complaints will be handled by Council.

- How Council will ensure that Council staff are aware of their obligations in relation to the handling of personal and health information and when they can and cannot disclose such information, use or collect it.
- How Council will deal with a data breach.

The Plan, once adopted by Council, is required to be forwarded to the Privacy Commissioner in accordance with Section 33 of the PPIP Act.

Options:

As noted above it is a legislative requirement for Council to have a Privacy Management Plan.

Community Engagement and / or Internal Consultation:

Internal consultation was undertaken between the General Manager, Director Corporate Performance and the Manager Governance & Risk in developing the Plan.

The plan is not required to be placed on public exhibition.

Policy Implications:

The Plan once adopted, will apply to all Council staff, contractors and volunteers.

Financial Implications:

There are limited financial impacts in adopting the revised Plan. Any training needed to be provided to staff can be provided in-house using current resources and/or additional training materials provided free of charge by the Office of Local Government, and the Information and Privacy Commission (IPC) on their websites.

Resourcing Implications:

Resourcing the implementation of the Policy would be achieved under current resourcing arrangements.

Conclusion:

The Plan seeks to:

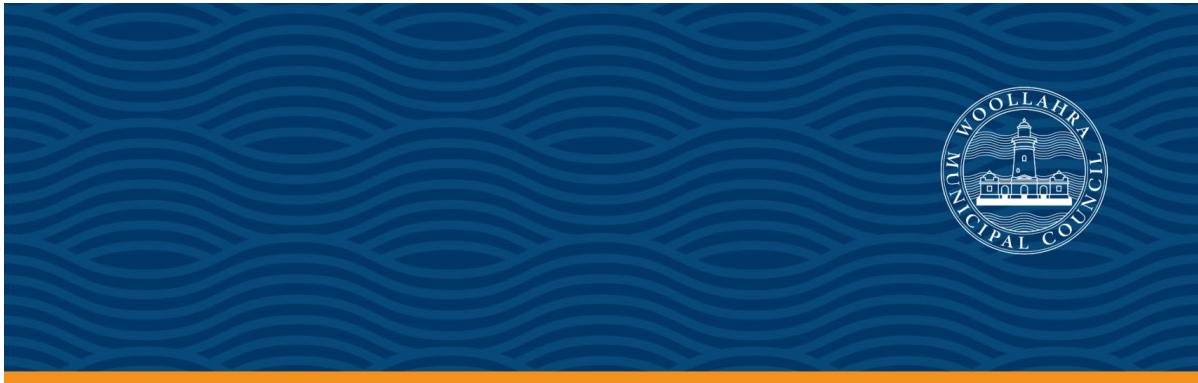
- Inform the community about how their personal information will be used, stored and accessed after the personal information is collected by Council;
- Advise and guide Council staff on their obligations in relation to handling of personal information and when they can and cannot disclose such information, use or collect it;
- Provide information to the community about how to contact the Council about the personal and health information it holds, how this information can be accessed and amended, and how privacy complaints are handled by Council; and
- Inform the community as to how Council will deal with a data breach.

It is the intention that this Plan will be reviewed every two years. It will be reviewed earlier if any legislative or administrative changes affect the management of personal and health information by the Council.

It is recommended that the amended Privacy Management Plan (**Attachment 1**) be endorsed.

Attachments

1. Privacy Management Plan June 2024 [↓](#) 



Woollahra Municipal Council Privacy Management Plan

Adoption Date:	By Council Resolution
Review Date:	June 2025
Next Review Date:	June 2027
Division/Department:	Corporate Performance Privacy / Governance & Risk
Responsible Officer:	Manager, Governance & Risk
HPE CM Record Number:	24/8833

Table of Contents

1	Introduction	3
2	What is personal and health information	3
3	Principles	4
4	Public Registers	9
5	Promoting Privacy	11
6	Complaints and Rights of Review	11
7	Other Matters Relating to privacy and the protection of Personal Information	12
8	Scope and Application	13
9	Contact Details	13
10	Policy Amendments	14
Appendix 1	Privacy Notification Form - Section 10 (Pre-Collection).....	15
Appendix 2	Privacy Notification Form - Section 10 (Post Collection)	16
Appendix 3	Statutory Declaration for access under Section 57 of the Privacy and Personal Information Protection Act 1998 to a public register held by Council.	17

1 Introduction

Council is committed to protecting the personal and health information that it collects from individuals and managing this information in accordance with the Privacy and Personal Information Protection Act 1998 (**PPIP Act**) and the Health Records and Information Privacy Act 2002 (**HRIP Act**).

The purpose of the Council's Privacy Management Plan (**the Plan**) is to explain how the Woollahra Municipal Council (**the Council**) manages personal and health information in accordance with the PPIP Act and the HTIP Act.

Section 33 of PPIP Act requires all councils to prepare a Privacy Management Plan to deal with:

- The devising of policies and practices to ensure compliance by Council with PPIP Act and HRIP Act,
- The dissemination of those policies and practices to Council staff, contractors and councillors;
- The Council's procedures in relation to internal reviews under Part 5 of PPIP Act; and
- Other matters considered relevant by Council in relation to privacy and the protection of Personal Information held by Council.

The Plan also aims to:

- Inform the community about how their personal information will be used, stored and accessed after the personal information is collected by Council;
- Advise and guide Council staff on their obligations in relation to handling personal information and when they can and cannot disclose, use or collect it; and
- Explain to the public how to contact the Council about the personal and health information it holds, how information can be accessed and amended and how privacy complaints are handled.

This Plan will be reviewed every two years. It will be reviewed earlier if any legislative or administrative changes affect the management of personal and health information by the Council.

2 What is personal and health information

Personal information is defined in Section 4 of the PPIP Act as; any information or opinions about a person where that person's identity is apparent or can be reasonably ascertained.

Examples of Personal information held by Council includes names, addresses and other contact information in relation to members of the public and Council staff. Also, certain employment related information of Council staff, for example, leave

applications, payroll data, pecuniary interest returns and performance management plans.

There are some kinds of information that are defined under Section 4 (3) of the PPIP Act to not be personal information, these include:

- information about someone who has been dead for more than 30 years;
- information about someone that is contained in a publicly available publication; and
- Information or an opinion about a person's suitability for employment as a public sector official.

The Privacy and Personal Information Protection Regulation 2019 (**The Reg**) also lists other information that is considered not personal information, such as information about someone that is contained in:

- a document in a library, art gallery or museum;
- state records under the control of the State Archives and Records Authority of New South Wales; and
- public archives (within the meaning of the Copyright Act 1968 (Cth)).

Health information is a more specific type of personal information and is defined in Section 6 of the HRIP Act. Health information can include information about a person's physical or mental health such as a psychological report, blood test or an X-ray, results from drug and alcohol tests, and information about a person's medical appointments. It can also include some personal information that is collected to provide a health service, such as a name and telephone number.

3 Principles

The following principles demonstrate how Council will manage your personal and health information.

Collection

The Council collects Personal and Health information for the purpose of carrying out its lawful functions and activities, including services to the community and the management of Council staff.

Examples of how information is collected include:

- DA applications (and applications for other types of approvals from Council) and submissions;
- Requests for Council services, including requests made online, over the telephone or in person;
- Responses to surveys and public exhibition processes;
- CCTV;
- Levying and collection rates; and

- Applications for employment with Council.

Unsolicited information is personal or health information received by the Council in circumstances where the Council has not asked for or required the information to be provided to them. Such information is not deemed to have been collected by the Council but the access, storage, use and disclosure under Information Protection Principles and Health Privacy Principles in this Plan will apply to any such information that is in the possession of the Council.

When Council collects information the following practices apply:

- The information must be collected for a lawful purpose that is directly related to a function or activity of Council. Council will only collect information that is reasonably necessary for that purpose and will take steps to ensure that the information collected is accurate, complete, up-to-date and does not intrude to an unreasonable extent on the personal affairs of the individual to whom the information relates.
- Information will be collected from the person to whom the information relates unless:
 - Someone else is authorised in writing to provide the information; or
 - If the person to whom the Personal Information relates is under 18 years of age, from a parent or guardian.
 - For Health Information, from someone else, where it would be unreasonable or impracticable to collect the Health Information from the person to whom the information relates.
- Council will provide a Privacy Protection Notice where reasonable in the circumstances. The Privacy Protection notice must advise the following:
 - That the Personal Information is being collected;
 - The purpose for which the Personal Information is being collected;
 - The intended recipients of the Personal Information;
 - Whether the supply of Personal Information is required by law or is voluntary, and any consequences for the person if the Personal Information (or any part of it) is not provided;
 - The existence of any right of access to, and correction of, the Personal information; and
 - Council's name and address as the agency that is collecting and holding the personal information.

Retention and Security

The Council takes reasonable security safeguards to protect Personal and Health Information from loss, unauthorised access, use, modification or disclosure, and against all other likely misuse.

The following practices apply to the retention and security of Personal and Health Information.

- Access to information will be limited to those Council staff who have a need-to-know.

- Council stores Personal and Health Information in a variety of ways including:
 - In secure physical office locations; and
 - Electronic [i.e. on a server on Council's premises or a tenancy on a secure cloud network].
- Council will store information securely, keep it no longer than necessary and as required by law and dispose of it appropriately in accordance with the State Records Act 1998. Council will protect information from unauthorised access, use, modification or disclosure.
- Council staff are subject to the requirements of the Code of Conduct in relation to the security of confidential information, including Personal and Health Information.
- Council will protect information by employing industry standard security systems based on Cyber NSW requirements for Local Councils.
- Where Council engages a third party to provide services, and the third party requires access to Personal Information and/or Health Information, the Council will take reasonable steps to ensure that the third party complies with this Plan, including ensuring that the contract includes terms requiring the protection of information in accordance with this Plan.

Use

Use refers to those occasions where Council uses the Personal Information and Health Information it holds for the performance of its functions and provide services.

The following practices apply to the use of Personal and Health Information:

- Information must be used for the purpose for which it was collected (the Primary Purpose).
- In limited circumstances, information may be used for another purpose (Secondary Purpose) where:
 - the person has given their consent for their information to be used for a Secondary Purpose;
 - the Secondary Purpose is directly related to the Primary Purpose;
 - the use of the information for the Secondary Purpose is reasonably necessary to prevent or lessen a serious and imminent threat to the life or health of the individual to whom the information relates or of another person;
 - for the protection of public revenue; or
 - where otherwise required by law.
- Where Council engages a third party to assist Council in exercising its functions and activities, this is a use of information.
- The information must be relevant, accurate, up-to-date and not misleading before being used. The accuracy of information is checked and updated when customers contact Council's Customer Service team.

- The Privacy Code of Practice for Local Government provides Council with certain exemptions from the Principles regarding the use of Personal Information. The Code states that:
- Council may use personal information for a purpose other than the purpose for which it was collected where the use is for the purpose of undertaking Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such function/s.
- Health Information must only be used for the purposes set out in section 10 of Schedule 1 of HRIP Act.

Access and Amendment

The following practices apply to the access and amendment of Personal and Health Information:

- Council will take reasonable steps to enable a person to ascertain whether Council holds information about them, the nature of that information, the main purpose for which the information is used and the person's entitlement to gain access to the information.
- Council must allow the person to whom the information relates to access their information without excessive delay or expense and allow them to update, correct or amend their information.
- Where a request is made to amend information; and the Council is not prepared to make that amendment, the Council will if requested, take such steps as are reasonable to attach to the information, any statement provided of the amendment sought.

How to request access to, and/or amendment of information:

- People requiring access to their Personal and Health Information held by Council can do so by filling out and submitting an [Access to Personal Information Form](#).
- Individuals and organisations can request amendments to their contact information by filling out and submitting the [Update Customer Details Form](#).
- Amendments to Health Information need to be applied for in writing, addressed to:

General Manager
Woollahra Municipal Council
PO Box 61
Double Bay NSW 1360

- The application must:
 - Provide the name and the address of the person making the request;
 - Identify the health information concerned; and
 - Explain why the person claims the health information is inaccurate, out of date, irrelevant, incomplete or misleading.

- If the person claims the health information is incomplete or out of date, it must be accompanied by the information that the person claims is necessary to complete the health information or to bring it up to date.

Disclosure

Disclosure refers to occasions where Council releases information to a third party.

The following practices apply to the disclosure of Personal Information:

- Council will only disclose Personal Information in the following circumstances:
 - Where it has the consent of the person to whom the information relates;
 - Where the disclosure is directly related to the purpose for which the information was collected and Council has no reason to believe that the individual concerned would object to the disclosure;
 - Where the person to whom the information relates, was made aware when the information was collected (through a Privacy Protection Notice) that information of that kind is usually disclosed by Council to a person or other body;
 - Where Council reasonably believes that disclosure is required to prevent a serious and imminent threat to any person's health or safety;
 - Where disclosure is required or authorised by law, for example, as part of a Court process, subpoena or notice to produce records, or pursuant to an exemption in the PPIP Act; and
 - To a third party engaged to assist Council in exercising its functions and activities.
- Council will not disclose sensitive Personal Information unless the disclosure is necessary to prevent a serious and imminent threat to the life or health of the individual concerned or another person. Sensitive Personal Information includes information such as ethnic or racial origin, political opinions, religious or philosophical beliefs, sexual activities or trade union membership.
- Council will not disclose Personal Information to a person or body in a jurisdiction outside of NSW or to a Commonwealth agency, except in the circumstances set out in s.19(2) of the PIPP Act.
- The Privacy Code of Practice for Local Government provides Council with certain exemptions from the Principles regarding the disclosure of Personal Information. The Code states that:
 - Council may disclose personal information where the disclosure is to public sector agencies or utility providers on condition that:*
 - i. *the agency or utility provider has approached Council in writing*
 - ii. *Council is satisfied that the information is to be used by that agency or utility provider for the proper and lawful function/s of that agency or utility provider, and*
 - iii. *Council is satisfied that the personal information is reasonably necessary for the exercise of that agency or utility provider's function/s.*

Where Council is requested by a potential employer, it may verify:

- i. that a current or former employee works or has worked for Council
- ii. the duration of their employment, and
- iii. the position occupied during their employment.

This exception shall not permit Council to give an opinion as to that person's suitability to a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which he/she has applied.

The following practices apply to the disclosure of Health Information:

- Health Information will only be disclosed in the circumstances set out in section 11 of Schedule 1 of the HRIP Act which include:
 - With the consent of the individual to disclose their Health Information for a purpose other than the purpose for which the information was collected;
 - For a secondary purpose which is directly related to the primary purpose for which the information was collected and the individual would reasonably expect Council to disclose their information for a secondary purpose;
 - If there is a threat to the health, welfare or safety of the individual, another person or the public; or
 - For certain training and research purposes.

Other Principles relating to Health Information

- Unique identifiers - Council can only identify people using unique identifiers if it is reasonably necessary to carry out its functions efficiently.
- Anonymity - Council can give people the option of receiving services from Council anonymously, where this it is lawful to do so and practicable.
- Transfer - Council can only transfer health information outside New South Wales in accordance with section 14, Schedule 1 of HRIP Act.

Sharing - Consent must be provided before health information collected by Council can be used in systems involving other organisations.

4 Public Registers

The PPIP Act governs how the Council should manage personal information contained in public registers. Section 3 of the PPIP Act defines a public register as 'a register of personal information that is required by law to be made, or is made, publicly available or open to public inspection (whether or not on payment of a fee)'.

A public register generally confers specific rights or privileges, a benefit or status which would not otherwise exist. It may be required by law to be made publicly available or open for public inspection. Section 57 of the PPIP Act provides that Council will not disclose any personal information kept in a public register unless it is

satisfied that the information is to be used for a purpose relating to the purpose of the register or the Act under which the register is kept.

Under Section 57 of the PPIP Act, Council may require any person who applies to inspect personal information contained in the public register to give particulars in a form of a statutory declaration as to the proposed use of that information.

Part 6 of the PPIP Act prevents Council employees from disclosing personal information held on public registers, unless the information is to be used for a purpose relating to the purpose of the register.

The Council's public registers include:

- Land register
- Records of approval
- Records of property rates
- Contracts over \$250,000 awarded by the Council
- Register of investments
- Register of disclosures of interest
- Register of development consents
- Register of planning agreements
- Record of building certificates
- Public record of licences
- Record of impounding
- Non-residential roll and roll of occupiers and rate-paying lessees.

How to request removal of Personal Information from Public register

- Anyone with Personal Information recorded in a public register can request their Personal Information be removed and not disclosed to the public. If the Council accepts that disclosing this information could affect the person's safety or wellbeing, then it will only be disclosed if the public interest in maintaining access is greater than the personal interest in non-disclosure of it.
- Applications for the removal personal information from a public register must be made in writing to:

General Manager
Woollahra Municipal Council
PO Box 61
Double Bay NSW 1360

5 Promoting Privacy

- The Council reinforces compliance with the PPIP Act and HRIP Act by:
 - endorsing this Plan and making it publicly available;
 - providing a copy of this Plan to relevant oversight bodies such as the Audit, Risk & Improvement Committee (ARIC);
 - reporting on internal reviews to the Office of the Information and Privacy Commission; and
 - identifying privacy issues when implementing new systems, services and processes.
- The Council ensures that its employees are aware of and understand this Plan and how it applies to the work they do.
- The Council promotes awareness of privacy obligations among employees by:
 - publishing the Council's Privacy Management Plan and privacy-related policies on the Council's intranet and website;
 - publishing information about privacy on the Council's intranet;
 - communicating regularly with employees about privacy;
 - ensuring Council policies comply with privacy legislation;
 - including the Plan in induction packs; and
 - offering training and advice to employees.
- When Council employees have questions about how to manage personal and health information under this Plan, they may consult with their Supervisor or Manager, the Privacy Contact Officer/Alternate Privacy Contact Officer (Manager Governance & Risk/ Director Corporate Performance) or the Governance Team.

6 Complaints and Rights of Review

When Should a Review Be Sought?

- Council recommends that informal attempts to resolve any privacy issues should be made prior to seeking any form of review. Only in cases where this informal approach is unsuccessful should a formal review be sought.
- Members of the public wanting to resolve any privacy issues informally, should, in the first instance, contact the Manager Governance & Risk.
- Staff wanting to resolve any privacy issues informally, should, in the first instance, contact the Manager People, Safety and Performance.

When Should an Internal Review Be Sought?

- People or organisations may seek an internal review if they are of the opinion that either the PPIP Act or HRIP Act has been breached in relation to their own personal information or the personal information of a person for whom they are an authorised representative.

- Applications for internal review must be made within six months from the date when the person became aware of the breach. Applications for an Internal Review should be made in writing to:
 - General Manager
 - Woollahra Municipal Council
 - PO Box 61
 - Double Bay NSW 1360
- The Manager Governance & Risk will conduct an internal review unless the review relates to the actions of the Manager Governance & Risk. In this instance the Director Corporate Performance will conduct the internal review.
- Applications for internal review:
 - Will be acknowledged within 5 working days.
 - Will be completed within 60 calendar days.
 - Applicants will be notified of the determination of the review in writing within 14 calendar days of its completion.
 - If the applicant is not notified within 60 days of the outcome of an internal review, the applicant may then seek an external review.

Role of the Privacy Commissioner

- Council will notify the Privacy Commissioner of any applications for an internal review and of the progress of the internal review. The Privacy Commissioner has the right to make submissions in relation to any internal reviews.

External Review

- If the applicant is not satisfied with the outcome of an internal review, they can apply to the NSW Civil and Administrative Tribunal (**NCAT**) for an external review of the decision. An applicant has 28 days from the date of the decision of the internal review to seek a review from NCAT.
- Full details of the external review process can be found in Section 55 of PPIP Act.

7 Other Matters Relating to privacy and the protection of Personal Information

- **Suppressing personal information:** If a person believes the disclosure of their address or contact details would place them or their family at risk, they can request their address or contact details be withheld from public view. An example of when Council may publicly display a person's address or contact details is when a person/s has lodged a development application which is published on Council's website.
- **Mandatory Notification of Data Breach:** The Mandatory Notification of Data Breach (**MNDB**) scheme places requirements on the Council to notify affected individuals and the Privacy Commissioner in the event of an eligible data breach of

their Personal or Health information. For full details, please see Council's [Data Breach Policy and Response Plan](#).

8 Scope and Application

- This Plan applies to:
 - Council employees
 - Consultants and contractors of Council
 - Staff employed by Council-owned businesses
 - Councillors
- If any staff member, consultant or contractor requires advice regarding the management or handling of Personal and Health Information, in the first instance, they should seek advice from their Manager.
- If further assistance is required, contact the Manager Governance & Risk.
- If a Councillor requires advice regarding the management or handling of Personal and Health Information, they should seek advice from the Manager Governance & Risk.

9 Contact Details

Further information about the Council's Privacy Management Plan, or the personal and health information the Council holds can be obtained from the Council's Privacy Officer located within the Governance & Risk Department. Please direct your enquiries to:

The Manager, Governance & Risk
Telephone: (02) 9391 7000
Email: records@woollahra.nsw.gov.au

Council's postal address is:

Woollahra Municipal Council
PO Box 61
Double Bay NSW 1360

The **Customer Services Centre** is located at the following address:

536 New South Head Road,
Double Bay NSW 2028
Opening Hours: Monday to Friday: 8am to 4.30pm.

Contact details for the **Office of the Information and Privacy Commissioner** are:

Email: ipcinfo@ipc.nsw.gov.au

Telephone: 1800 472 679

Interpreter Service: 131 450

10 Policy Amendments

Date	Responsible Officer	Description
April 2014	Manager Governance & Council Support	Policy and procedure approved and adopted by Council 09/09/2013.
March 2023	Manager Governance & Risk	Review and administrative updates made.

This Plan will be reviewed every two years or in accordance with legislative requirements.

Any amendment to this Plan must be by way of a Council Resolution.

Appendix 1 Privacy Notification Form - Section 10 (Pre-Collection)

(Addressed to the person from whom information is about to be collected or has been collected)

The personal information that Council is collecting from you is personal information for the purposes of the Privacy and Personal Information Protection Act 1998 (PPIPA).

The intended recipients of the personal information are:

- officers within the Council;
- data service providers engaged by the Council from time to time;
- any other agent of the Council; and

• _____

(INSERT NAME OF OTHER INTENDED RECIPIENTS)

The supply of information by you is: Voluntary Not voluntary

If you cannot provide, or do not wish to provide, the information sought, the Council

- maybe unable to process your application.
- will be unable to process your application.

Council is collecting this personal information from you in order to:

You may make application for access or amendment to information held by Council.

You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the PPIPA.

Council is to be regarded as the agency that holds the information. However, if it **is not** Council who holds or controls the information, please state below who does:

(INSERT NAME OF AGENCY WHO HOLDS OR CONTROL THE INFORMATION)

Enquiries concerning this matter can be addressed to:

Signature _____

Name to be printed _____

Date signed _____

Appendix 2 Privacy Notification Form - Section 10 (Post Collection)

(Addressed to the person from whom information has been collected.)

The personal information that Council has collected from you is personal information for the purposes of the Privacy and Personal Information Protection Act 1998 (PPIPA).

The intended recipients of the personal information are:

- officers within the Council:
- data service providers engaged by the Council from time to time;
- any other agent of the Council; and
- _____

(INSERT NAME OF OTHER INTENDED RECIPIENTS)

The supply of information by you is: Voluntary Not voluntary

If you cannot provide, or do not wish to provide, the information sought, the Council may:

Council has collected this personal information from you in order to:

You may make application for access or amendment to information held by Council.

You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the PPIPA.

Council is to be regarded as the agency that holds the information. However, if it **is not** Council who holds or controls the information, please state below who does:

(INSERT NAME OF AGENCY WHO HOLDS OR CONTROL THE INFORMATION)

Enquiries concerning this matter can be addressed to: _____

Signature _____

Name to be printed _____

Date signed _____

Appendix 3 Statutory Declaration for access under Section 57 of the Privacy and Personal Information Protection Act 1998 to a public register held by Council.

Statutory Declaration
Oaths Act, 1900. Ninth Schedule

I, the undersigned ⁽¹⁾ _____ (1) insert full name

of ⁽²⁾ _____ (2) insert address

in the State of New South Wales, do solemnly and sincerely declare that:

I am ⁽³⁾ _____ (3) insert relationship. If any, to person inquired about

_____ (4) insert name

I seek to know whether ⁽⁴⁾ _____ (5) Applicant to describe the relevant public information

Is on the public register of ⁽⁵⁾ _____ register

_____ (6) insert purpose for seeking information

The purpose of this information is ⁽⁶⁾ _____

_____ (7) Insert Purpose

The purpose for which the information is required is to ⁽⁷⁾ _____

And I make this solemn declaration, as to the matter (or matters) aforesaid, according to, the law in this behalf made - and subject to the punishment by law provided for any willfully false statement in any such declaration.

Declared at: _____ on _____
[place] [date]

_____ [signature of declaration]

in the presence of an authorised witness, who states:

I, _____ a _____
[name of authorised witness] [qualification of authorised witness]

certify the following matters concerning the making of this statutory declaration by the person who made it: [* please cross out any text that does not apply]

- *I saw the face of the person OR *I did not see the face of the person because the person was wearing a face covering, but I am satisfied that the person had a special justification for not removing the covering, and
- *I have known the person for at least 12 months OR *I have confirmed the person's identity using an identification document and the document I relied on was

[Describe identification document relied on]

_____ [signature of authorised witness] _____ [date]

