



# RESOURCING STRATEGY

## 2022-2032

Our sustainable vision for the future of Woollahra



Adopted 27 June 2022



## **Acknowledgement of Country**

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



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Laying of the foundation stone for the second Macquarie Lighthouse in 1880



Macquarie Lighthouse 2022

# General Manager's Message



This Strategy reflects the collective values and priorities of our community and articulates the vision for Woollahra's management of resources over the next 10 years. It enables us to plan ahead to

futureproof our assets, make sensible and appropriate fiscal and staffing decisions, to meet our challenges and to maximise our opportunities.

The key goals of this Strategy are to deliver services that meet the expectations and aspirations of our community in a manner that is sustainable. We need to have these forward-looking strategies to deliver efficient and responsive services to the community, with accountability.

This includes planning for the management of assets such as buildings, stormwater, transport, open spaces and land amongst other things. Our priorities are to achieve a balance of renewal and maintenance of our assets, construction of vital infrastructure, the protection and nurturing of our natural resources, along with prudent financial management & plans and of course the best staff.

We are committed to preserving Woollahra's natural beauty and providing residents, community groups, businesses, visitors and service providers with a forward facing plan for the future, so that Woollahra remains a thriving, inclusive, sustainable and resilient community that will benefit future generations.

**Craig Swift-McNair**

General Manager

June 2022

# Elected Councillors 2021-2024

Our Woollahra local government area consists of five electoral wards, with three Councillors representing each Ward, a total of fifteen (15) Councillors. The last election was held 4 December 2021.

BELLEVUE HILL WARD	COOPER WARD	DOUBLE BAY WARD	PADDINGTON WARD	VAUCLUSE WARD
 <b>Sean Carmichael</b> Councillor	 <b>Luise Elsing</b> Councillor	 <b>Richard Shields</b> Councillor	 <b>Peter Cavanagh</b> Councillor	 <b>Mary-Lou Jarvis</b> Councillor
 <b>Lucinda Regan</b> Councillor	 <b>Nicola Grieve</b> Councillor	 <b>Mark Silcocks</b> Councillor	 <b>Harriet Price</b> Councillor	 <b>Merrill Witt</b> Councillor
 <b>Isabelle Shapiro</b> Deputy Mayor	 <b>Sarah Swan</b> Councillor	 <b>Toni Zeltzer</b> Councillor	 <b>Matthew Robertson</b> Councillor	 <b>Susan Wynne</b> Mayor

# Our Community

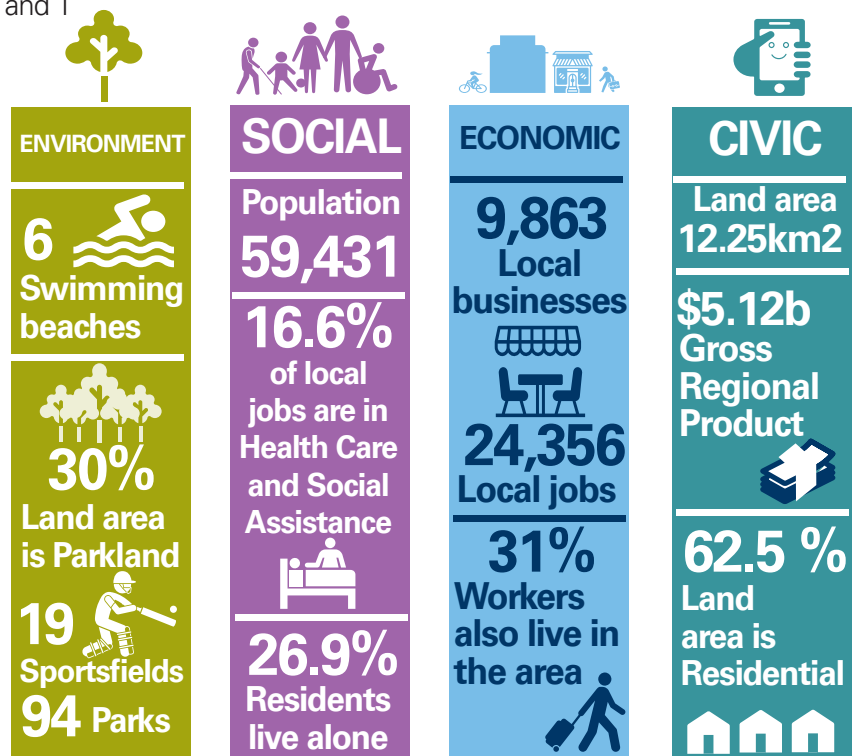
## Woollahra Municipality

Woollahra Municipality is located in Sydney’s eastern suburbs, about 5 kilometres from the Sydney GPO. The Municipality is bounded by Port Jackson (Sydney Harbour) in the north, the Waverley Council area in the east, Randwick City in the south and the City of Sydney in the west. The Woollahra Municipality includes the suburbs of Bellevue Hill, Darling Point, Double Bay, Edgecliff, Paddington (part), Point Piper, Rose Bay (part), Vaucluse (part), Watsons Bay and Woollahra.

The total land area is 12 square kilometres including harbour foreshore and beaches. The area is predominantly residential, with some commercial land use, parklands and a military reserve. Natural features of the Municipality include 18 kms of harbour foreshore consisting of rocky headlands, coastal cliffs and beaches, approx. 30 hectares of bushland located in 5 reserves with 3 vegetation communities containing over 300 plant species including 2 threatened and 1 vulnerable species.

Other prominent features include Sydney Harbour National Park, the Macquarie Lighthouse, Gap Park and the award winning Rose Bay Promenade. Woollahra is also the location of some of Sydney’s premier shopping precincts such as Double Bay, Paddington and Queen Street, Woollahra.

The traditional custodians of the Woollahra area are the Gadigal and Birrabirragal people. European settlement dates from 1790, although development was minimal until the 1860s. Land was used mainly for dairy farming and market gardening, with some fishing. Expansion took place in the 1880s and 1890s, continuing into the early 1900s and the inter-war period. Significant development occurred during the immediate post-war years, from the 1950s to the mid 1960s. The population gradually declined from the late 1960s, falling from 63,000 in 1966 to 53,000 in 1976 and then to 51,000 in 1986, but has risen since to 59,431 in 2020.



# Community Satisfaction and Priorities

In 2021 Council appointed Micromex to conduct a community satisfaction survey. This survey also asked the community to rank the importance of services, assisting Council to better understand community priorities. This has shaped Councils' Vision and Mission.

**95%** of residents indicated that the quality of life living in Woollahra Council was 'Good', 'Very Good' or 'Excellent'



**95%** of residents would recommend living in the area to their friends



**82%** of residents feel at least somewhat connected/engaged



**26%** of residents want to feel more connected/engaged

**83%** of residents are at least somewhat satisfied with Council's current level of communication



**81%** of residents are at least somewhat satisfied with the way Council consults with the community



## Top 5 priorities as rated by Woollahra residents 2021



Waste collection (96%)



Parks and recreation areas (96%)



Maintaining foreshores and beaches (94%)



Renewing and maintaining footpaths/pedestrian ramps (93%)



Recycling (93%)

## Top 5 satisfaction areas as rated by Woollahra residents 2021



Woollahra Libraries (97%)



Parks and recreation areas (93%)



Playgrounds (91%)



Sporting fields and facilities (91%)



Harbourside facilities (91%)

# Our Community Vision & Mission

## Our 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.



Rose Bay beach clean up

We will do this by:

- Prioritising carbon neutrality, environmental sustainability and community resilience to meet the challenges of climate change and social and economic wellbeing.
- Acting as custodians and stewards of our highly-valued natural environment, including our harbour foreshore and marine ecosystems, and our leafy streetscapes and urban forest.
- Acknowledging the Aboriginal custodianship of Woollahra and fostering greater community understanding and appreciation of our Aboriginal history, heritage and culture.
- Celebrating the unique built heritage of our area by honouring it and furthering generational efforts to conserve it.
- Creating opportunities for community connection, engagement and partnerships so we can be proud of our shared commitment and achievements.
- Demonstrating our commitment to customer experience by being respectful, open, responsive, accountable and agile.
- Building long term financial sustainability so we are in the best economic position to provide for the diverse needs of our community now and in the future.



# Integrated Planning and Reporting Framework

The NSW Government requires local councils to deliver their community vision and goals through long, medium and short-term plans, known as the Integrated Planning and Reporting Framework. This promotes best-practice strategic planning across NSW councils to ensure a more sustainable local government sector.

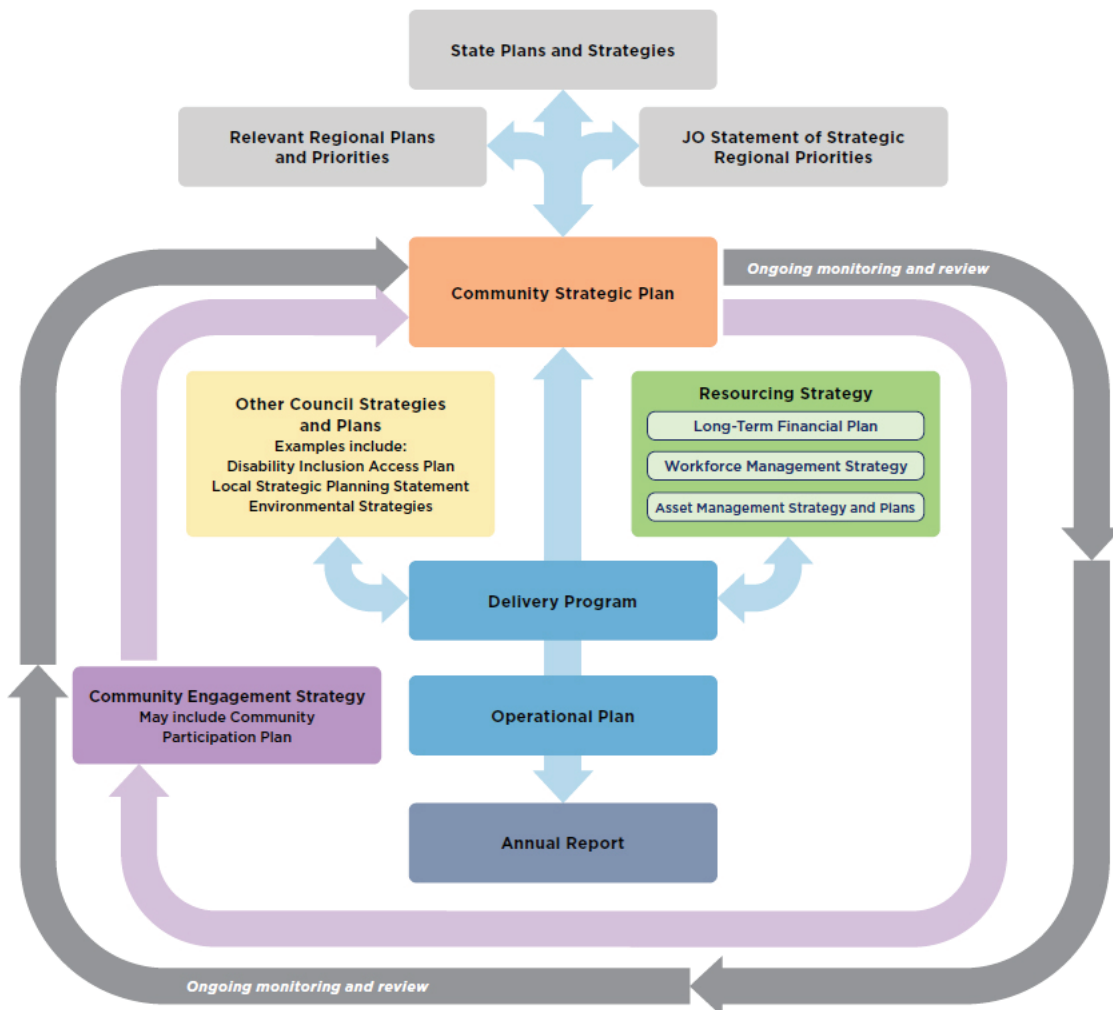
The diagram below illustrates the hierarchy of plans within the framework and their relationship to State and regional planning.

The Integrated Planning and Reporting framework is designed so Council and community both have a clear

picture of:

- Where we want to go (Community Strategic Plan)
- How we plan to get there (Delivery Program, Operational Plan, Resourcing Strategy)
- How we will measure our progress (quarterly, annual and the State of Our City report).

This planning and reporting process ensures our planning is aligned with the community's vision for the future. We are committed to ensuring the planning process and its implementation are delivered in a culture of transparency and accountability.



# Components of the Resourcing Strategy

Our Community Strategic Plan, *Woollahra 2032*, was developed in consultation with the community and describes our long-term aspirations for Woollahra. However, these aspirations will not be achieved without sufficient resources – time, money, assets and people – to implement them. The Resourcing Strategy is the critical link when translating strategic objectives into actions.

The Resourcing Strategy consists of three components:

- Long-Term Financial Plan
- Workforce Management Strategy
- Asset Management Strategy

The Resourcing Strategy makes clear what elements of the Community Strategic Plan the council will take responsibility for. Other levels of government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Community Strategic Plan.

Each of the components of the Resourcing Strategy also play a role in resourcing the achievement of the Delivery Program and Operational Plans, as well as any other strategic plans the council has developed to support the achievement of the Community Strategic Plan.

## Long-Term Financial Plan

Our plan to maintain a financially sustainable position so that we can provide infrastructure and services for the benefit of our community



**\$109.7 million\***  
Forecast 2022/23  
Income



**\$106.5 million\***  
Forecast 2022/23  
Expenses

\*2022/23 Forecast based on the 2022/23 Budget

The Long-Term Financial Plan outlines how the objectives of the draft Community Strategic Plan and commitments of the Delivery Program and Operational Plan will be resourced and funded over 10 years. The Long-Term Financial Plan includes financial implications of asset management and workforce planning.

## Asset Management Strategy

Our plan to for efficient and effective management of our assets to maximise their useful life



**\$900+ mil\***  
Total Asset Value



**94.02%\*\***  
Buildings &  
Infrastructure  
Renewals Ratio

## Workforce Management Strategy

Our plan to have the right people, culture and skills at the right time



**43%\***  
of Total Budget in  
Staff Costs



**409.1\***  
Full Time  
Equivalent Staff

\*Gross Replacement Cost

\*\*As at 30 June 2021

\*As at June 2022

In the hierarchy of asset management documents, the Asset Management Strategy sits below the Asset Management Policy (which sets out Council's approach to asset management and strategic alignment), and above our Asset Management Plans (which capture the knowledge and expertise of our staff). The Strategy answers three questions:

- What is the current situation?
- Where do we want to be?
- How will we get there?

Accurate data and a robust planning process is required to ensure that assets are managed and accounted for in an efficient and sustainable way on behalf of local communities and with a service delivery focus. The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost-effective manner. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability.

The Workforce Management Strategy is a proactive, 4-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives. It identifies how future staffing and skills requirements will be met.

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Municipal  
Council



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