



COMMUNITY STRATEGIC PLAN



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.



Mayor's Message



I am pleased to share Woollahra 2035, a Community Strategic Plan which reflects our long-term vision for Woollahra. The Plan has been shaped by community values and a renewed focus

on getting the basics right, and it highlights Woollahra Council's priorities and actions.

We are committed to creating well-planned neighbourhoods supported by reliable infrastructure, sustainable environments and strong local connections. Our 'back to basics' approach reflects what matters most to the community —clean streets, safe public spaces, and services that support everyday life. Strong financial management underpins our ability to deliver essential services and invest in the future.

We are also navigating significant changes introduced by the NSW Government's Low and Mid-Rise Housing reforms, which impose increased height and density around key town centres in our local area, which is already the seventh highest density location in the state.

These changes risk impacting Woollahra's unique character, heritage, and amenity, and they offer no additional government infrastructure investment and have no regard for local planning controls. We do not support a one-size-fits all approach that doesn't make

it easier or cheaper to buy or rent on the open market. Whilst we recognise the need for more housing, we continue to advocate for place-based planning that ensures future development is supported by appropriate infrastructure and respects the identity of our neighbourhoods.

At the heart of Woollahra is a connected and caring community. We are committed to fostering inclusion, participation and wellbeing through programs, events and services that bring people together. Whether it's through volunteering, support for vulnerable groups, cultural celebrations or local initiatives, we will continue to support opportunities for meaningful connection and shared pride in our community. We recognise the valuable contribution more than 10,000 local businesses make to employing more than 20,000 people and generating over \$2 billion in annual local spend. These businesses drive our local economy, create jobs, and make Woollahra a vibrant place to shop, work and visit.

Thank you for your ongoing feedback, which has helped us develop this plan. I look forward to working together to build a thriving, connected and resilient Woollahra for all.

Councillor Sarah Swan
Mayor of Woollahra

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Signal Hill Reserve, Vaucluse

Cover images: Lyne Park Playground, Rose Bay
Uncle Lloyd delivering a Welcome to Country at the re-opening of the Vaucluse Bowling Club and Community Facility;
'Doing Business in Woollahra' - Networking Night in Double Bay;
staff inspection of a Hill Fig tree in Double Bay.

Elected Councillors 2024-2028

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 14 September 2024.

BELLEVUE HILL WARD	COOPER WARD	DOUBLE BAY WARD	PADDINGTON WARD	VAUCLUSE WARD
 <p>Sean Carmichael Deputy Mayor</p>	 <p>Torsten Councillor</p>	 <p>James Ardouin Councillor</p>	 <p>Alexander Andruska Councillor</p>	 <p>Mary-Lou Jarvis OAM Councillor</p>
 <p>Lucinda Regan Councillor</p>	 <p>Jeanette Mitchell Councillor</p>	 <p>Mark Silcocks Councillor</p>	 <p>Harriet Price Councillor</p>	 <p>Julian Parmegiani Councillor</p>
 <p>Hugh Woodgate Councillor</p>	 <p>Sarah Swan Mayor</p>	 <p>Toni Zeltzer Councillor</p>	 <p>Matthew Robertson Councillor</p>	 <p>Merrill Witt Councillor</p>

Introduction

Purpose of the Community Strategic Plan

Woollahra’s Community Strategic Plan (CSP) is a roadmap for the future, outlining the community’s vision, goals, and priorities.

Created by the Council in partnership with the people of Woollahra, this plan belongs to the community. While the Council helps guide it, the plan is shaped by the needs and aspirations of the people who live and work here. It aims to answer four key questions:

- 1. Where are we now?
- 2. Where do we want to be in 10 years’ time?
- 3. How will we get there?
- 4. How will we know we have arrived?

Over the past year, the Council has gathered input from the community and conducted research to understand key challenges and opportunities. One clear message from the community was the need to focus on getting the basics right—ensuring essential services and infrastructure are well-maintained and meet the needs of residents.

From this feedback, five key goals were developed to reflect what the community wants and needs. These goals are supported by specific strategies and actions to help bring them to life.

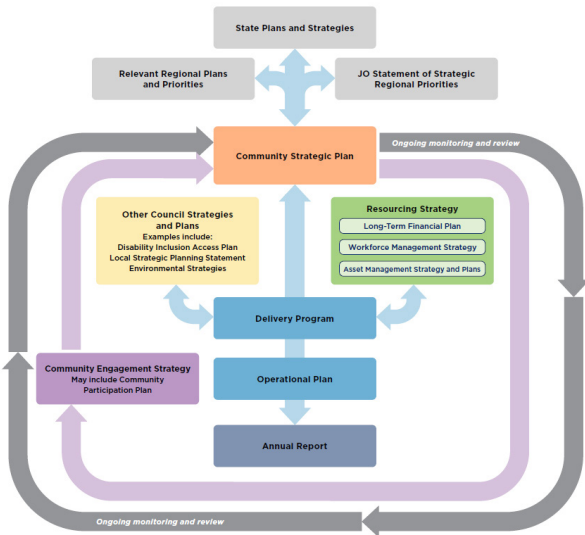
These five key goals form the foundation of the 2025-35 Community Strategic Plan, guiding how we will work together to build a strong and thriving future for Woollahra:

- 1. Well-Planned Neighbourhoods,
- 2. Effective Infrastructure,
- 3. Sustainable Environments,
- 4. Connected Community and
- 5. Working Together.

Integrated Planning and Reporting

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. Woollahra Council’s IP&R framework includes our Community Strategic Plan and Delivery Program and Operational Plan, which are supported by our Resourcing Strategy.

Progress is monitored and reported to Council through the following: biannual Delivery Program updates, an Annual Report, and the State of Our City Report , which is presented at the second meeting of each new Council. The diagram below illustrates the hierarchy of plans within the framework and their relationship to State and regional planning.



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.

Our People*



Population
53,496



Median age
41 years



Families with kids
7,142
1.8 kids per family



People per household
2.3



Born Overseas
34.2%



Born North West Europe
10.1%



Speak English at home
84.5%



Australian citizen
84.9%

Owns a house
35.3%



Owns with mortgage
24%

Rent
36.8%



Labour force participation
64.1%

Of these 62.4% were employed full time, 26.6% were employed part-time and 3.3% were unemployed.



University qualified residents
55.2%

Top 5 industry sectors:



Professionals



Managers



Clerical and Administrative



Sales



Community and Personal Service

*From 2021 Australian Bureau of Statistics census
abs.gov.au/census/find-census-data/quickstats/2021/LGA18500

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.



Planting at Christison Park, Vaucluse

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.

Where are we now?

Low and Mid Rise Housing Planning Changes

The NSW Government's Low and Mid Rise Housing reforms imposed increased height and density controls around our key town centres through a State Policy (with an aim to increase housing supply by 1900 completed dwellings by 2029). In Woollahra, these changes will impact our area's unique natural and built character, and the amenity of these locations. Council will continue to raise concerns about the implications of State Government reforms including:

- The absence of any analysis of the impacts of the rezoning changes on amenity, character, traffic and parking, groundwater and flooding.
- The impacts of development now facilitated by the reforms on the desired future character and amenity of our town centre precincts; residential suburbs; and significant heritage conservation areas;
- The impacts of development on the significant tree canopy of our residential areas.
- The absence of any state infrastructure to support the anticipated development; and
- The lack of value capture as a result of the significant land value increases as a result of the zoning uplift.

Council continues to advocate for best practice place based planning outcomes for our centres and residential areas, underpinned by sound analysis. We aim to progress the implementation of the Edgecliff and Double Bay urban design strategies, to influence appropriate built form outcomes within the centres with the preservation of local amenity, environment and character.

Urban Forest Strategy

Woollahra's Urban Forest Strategy 2024–2050 outlines a long-term commitment to preserving and expanding the tree canopy, recognising the role of green infrastructure in environmental sustainability, biodiversity, and community wellbeing. The strategy responds to increasing development pressure and climate challenges by setting a target to grow canopy cover while maintaining existing trees.

Financial Sustainability

Council is focused on long-term financial sustainability to continue delivering quality services and infrastructure. Council received approval in June 2023 for a Special Rate Variation from the Independent Pricing and Regulatory Tribunal to improve Council's financial position and fund \$48.9 million in projects over 10 years. This, supported by productivity gains, expenses reductions and new revenue streams has seen a turnaround from a deficit in 2021-2022 to a projected surplus in 2025-2026,

However with costs rising, limited revenue opportunities, and revenue growth constrained, financial sustainability remains an ongoing challenge.

Development Application (DA) Processing

Development assessment processing times remain a challenge across NSW. In response, Woollahra Council undertook a comprehensive service review of its Development Assessment operations, endorsed in November 2023. Council is now implementing the review's recommendations to streamline processes, improve customer experience, and meet the Minister for Planning's Statement of Expectations target of ≤ 85 days from lodgement by 1 July 2027.

Electric Vehicles (EVs)

EV uptake is growing in Woollahra, reflecting broader community interest in sustainable transport. Council has partnered with neighbouring Randwick and Waverley Councils to develop a local charging network to meet rising demand.

Decision Making

Transparent and accountable decision-making is a core value for Woollahra Council and highly valued by the community. Residents expect to understand how and why decisions are made, and Council provides a range of avenues for community engagement, including public consultation, committee processes, and reporting.

Customer Experience

Council is committed to continuously improving the customer experience through better services, tools, and communication. Recent improvements include the introduction of a customer app that allows residents to log requests and receive real-time updates.

Making Our Plan

In collaboration with our community and key stakeholders, we developed a plan that reflects our shared vision.

We also took into account state and regional priorities, key partnerships, and guiding principles to ensure a strong foundation for the plan. More information on these can be found on pages 19- to 22

How the Plan works

The Community Strategic Plan is our long-term roadmap, setting out the vision, goals, and strategies for the future. To ensure its successful implementation, it is supported by two key documents:

- The Delivery Program – Identifies the key priorities Council will focus on over the next four years.
- The Operational Plan – Details the specific actions Council will take each year to achieve these priorities.

Goals are color-coded and numbered consistently across all supporting documents to provide a clear connection between the plan's vision and the actions taken to achieve it. Each goal in the Community Strategic Plan includes key performance indicators to measure progress and identify challenges. These indicators are reviewed regularly and reported to the community to ensure transparency and accountability. Goals are also mapped to the quadruple bottom line (QBL) to demonstrate how this plan addresses civic leadership, social, environmental and economic issues.

To keep the community informed, a State of Our City report is published at the start of each new Council term. This report reviews progress against all performance measures over the previous four years. Additionally, biannual reports track the progress of the Delivery Program priorities and Operational Plan actions, providing regular updates on how Council is working towards the community's vision.

Community Engagement and Research

We have undertaken extensive community engagement since our last plan was developed in 2021, culminating into 5 Goals which are the foundation of this Plan.

Details of the engagement undertaken can be found on pages 23 to 28.

Our Plan

From the Community Satisfaction Survey results from March 2024 and workshops with residents and community groups undertaken in August and November 2024, five clear community Goals emerged:

Goals

	Well-Planned Neighbourhoods	We acknowledge controls for future growth and plan for it responsibly
	Effective Infrastructure	We have safe and reliable infrastructure and spaces that meets our daily needs
	Sustainable Environments	We protect what we have and prepare for the future
	Connected Community	We are an inclusive community connected to each other and our local places
	Working Together	We work effectively between community, government and others to deliver outcomes to meet community needs

Goal 1

Where Do We Want To Be

Well-Planned Neighbourhoods

We acknowledge controls for future growth and plan for it responsibly

How Will We Get There

Strategies to achieve this Goal:	So that...	Scope of Influence
1.1 Encourage and facilitate high-quality planning and urban design outcomes and spaces.	The character, heritage and environmental values of the area are retained and enhanced whilst enabling future growth requirements in planned locations.	Control Influence Advocate
1.2 Plan for more diverse housing choices to meet the needs of the community.	Current and future generations, including local families and workers, have access to housing that is more affordable to them.	Influence Advocate
1.3 Advocate for and provide essential supporting infrastructure and services to cater for current needs and future mandated growth.	Growth requirements of the State Government are met with infrastructure and services that meet community needs, including public transport, schools and health services.	Influence Advocate
1.4 Ensure that development and ongoing use of premises is being undertaken in accordance with approvals and standards.	New and existing development and use are undertaken according to applicable conditions, standards and statutory requirements.	Control

Key Opportunities and Challenges

Planning controls	Proponent-led planning proposals
DA processing times	Voluntary Planning Agreements and developer contribution levies
Housing availability and affordability	Simplifying processes for businesses
Overdevelopment	Temporary activations (e.g. in laneways)
SRV funding for heritage studies	Public domain improvements.
Maintaining a diverse housing stock	Long-term boat trailer and truck parking
2025 low and mid rise housing reforms	Balancing competing needs and interests for positive long-term outcomes.

Goal 2

Where Do We Want To Be

Effective Infrastructure

We have safe and reliable infrastructure and spaces that meets our daily needs

How Will We Get There

Strategies to achieve this Goal:	So that...	Scope of Influence
2.1 Maintain and enhance our public open spaces so they continue to support community wellbeing and quality of life.	Everyone has access to parks, sportsgrounds, foreshore areas and other public spaces that meet their needs for movement, healthy lifestyles and connecting with each other.	Control
2.2 Provide and maintain public infrastructure that meets our community's diverse needs.	Our community has access to agreed levels of safe, clean and effective infrastructure such as roads, paths, stormwater drains and seawalls.	Control Influence
2.3 Plan and advocate for improvements to walking and cycling infrastructure, public transport, public car parking access and reduced congestion.	We are able to move around the local area more effectively, using networks that are safe, reliable and able to accommodate current and future demand.	Control Influence Advocate

Key Opportunities and Challenges

Improving the public domain	Redevelopment and expansion of Wilberforce Avenue car park in Rose Bay.
Traffic congestion	Achieving Highest Best Use for Council assets
Improving active transport	Impact of geo-political events on stability of supply chains and cost of construction
Pedestrianisation and traffic calming	Major weather events
SRV funding for +\$13m of significant drainage, pipe and stormwater works	NSW Parliamentary inquiry into the 'Ability of local governments to fund infrastructure and services'.

Goal 3

Where Do We Want To Be

Sustainable Environments

We protect what we have and prepare for the future

How Will We Get There

Strategies to achieve this Goal:	So that...	Scope of Influence
3.1 Manage the impacts of floods and stormwater risks to keep our community safe.	Natural processes can occur without undue risk to people and property within local catchments.	Control Influence Advocate
3.2 Enhance and advocate for waterways, streetscapes and natural areas to protect and restore local biodiversity and water quality.	Our natural environment including beaches, stormwater catchments, bushland and trees contribute to our health and vitality.	Control Influence Advocate
3.3 Encourage our community live more sustainably and reduce our contribution to climate change.	We minimise emissions and take action where we can to contribute to broader sustainability goals.	Control Influence
3.4 Manage the impacts of a changing climate on our local area.	We have mitigation and adaption plans in place for inevitable changes to weather patterns and events that will occur over the short, medium and long term.	Control Influence Advocate
3.5 Engage and assist our community to become leaders in waste management, reducing consumption and maximising recovery.	We can minimise our community's waste generation, avoid the exportation of waste streams and create a more sustainable circular economy.	Control Influence

Key Opportunities and Challenges

Environmental sustainability	Climate change mitigation and adaptation
Tree canopy and tree management, including SRV funding for biennial lopping of Hill Fig trees and for Urban Forest team to maintain and expand tree canopy	Protection of waterways, including Sydney Water proposed long term investment in new sites to reduce its reliance on coastal plants at North Head, Bondi and Malabar
Waste management, including State government commitment made November 2024 to develop a NSW Waste Infrastructure Plan, NSW Reuse and Repair Strategy and to finalise a NSW Plastics Plan and a waste levy review.	Clean up of environment, rubbish and stormwater pollutant management
Protection of bushland and threatened species	Integrity of carbon offset purchases

Goal 4

Where Do We Want To Be

Connected Community

We are an inclusive community connected to each other and our local places

How Will We Get There

Strategies to achieve this Goal:	So that...	Responsibility
4.1 Understand the needs of our community through ongoing engagement and review of our services.	We can ensure that Council is best placed to facilitate access to support and services, and to deliver on actions.	Control
4.2 Promote and facilitate a range of community-led activities that encourage greater connection and social cohesion within our community.	Everyone can be involved as leaders, organisers or participants in a range of community, cultural and placemaking projects, events and spaces.	Control Influence Advocate
4.3 Provide and deliver cultural and creative experiences that enhance our community and celebrate Woollahra.	Our local places and people are celebrated through more formalised activities and events led by Council and reflect our community.	Control Influence
4.4 Maintain, improve and increase community facilities and spaces that provide a basis for our connectedness and wellbeing.	Our community has access to the built infrastructure and open spaces that enable activities, both Council and community-led.	Control Influence

Key Opportunities and Challenges

Customer experience	SRV funding for technology investment to improve the customer experience
Customer being at the centre of how services are designed and delivered	SRV funding for an additional horticultural team to improve capacity to meet the uplift in open space demand and usage
Community services and supports that respond to the needs of all ages and stages of life supporting the vulnerable	Social cohesion
Responding to diversity and access issues	Cost of living
Community services	

Goal 5

Where Do We Want To Be

Working Together

We work effectively between community, government and others to deliver outcomes to meet community needs

How Will We Get There

Strategies to achieve this Goal:	So that...	Responsibility
5.1 Support inclusive community participation in policy and decision-making.	Our community is well understood by Council, and the decisions made by Council reflect our community's needs.	Control
5.2 Communicate with our community on matters that are important to their daily lives and future.	Our community understands what Council is doing, and are well-informed and engaged in their local community.	Control
5.3 Engage, work and advocate with partners to enhance our local area and quality of life.	We recognise that many issues and opportunities are outside the Council's direct control and that working with others can lead to better outcomes.	Control Influence Advocate
5.4 Deliver Council's services that achieve positive long-term outcomes for our community and other customers at the centre of service delivery.	We remain focused on our core purpose of delivering services and facilities to the public and the business sector.	Control Influence Advocate
5.5 Ensure effective, efficient and transparent governance, financial sustainability and risk management.	Our community maintains its trust in Council, we fulfil our regulatory responsibilities and deliver outcomes within available financial constraints.	Control

Key Opportunities and Challenges

Financial sustainability	Customer experience and responsiveness (to the community and Councillors)
Service reviews	AI
Compliance	Impacts of cost shifting
Getting things done	Balancing competing needs and interests for positive long-term outcomes

Measuring our performance

How will we know we have arrived?

We set Performance Measures to track our progress in achieving our Goals and Strategies.

All measures listed will be reported in the State Of Our City report in 2028.

Measure	Target	30 June 2024 result	Timing
Operational Actions % of Operational Plan Actions to be Completed or Achieved at 30 June	80%	77%	YTD Quarterly
Capital Works Projects % of Capital Works to be Completed or In Progress at 30 June	90%	90%	YTD Quarterly
Financial Performance Unrestricted Current Ratio above benchmark Note: YTD forecast results come from the quarterly budget review process.	> 1.5	4.42	Quarterly
Forecast Budget Result Forecast financial result at 30 June	± 5% of budget	6.80%	Annual
Operating Performance Ratio above benchmark Note: YTD forecast results come from the quarterly budget review process.	> 0%	5.44	Quarterly
Asset Renewal Ratio Council's ability to renew its infrastructure assets	> 100%	82.71%	Annual
Infrastructure Backlog Ratio above benchmark	> 2%	2.07%	Annual
Customer Requests actioned within agreed timeframes	> 90%	88%	Quarterly
Answering Calls Calls are answered within 20 seconds	> 90%	95%	Quarterly
Customer Satisfaction % of Woollahra Municipal Council residents who are somewhat satisfied, satisfied or very satisfied with the performance of Council. Note: Council conducts an independent survey every 2-3 years. The last survey was undertaken in March 2024	>87%	91%	Biennial

Measure	Target	30 June 2024 result	Timing
Waste Going to Landfill #kilos of waste sent to landfill per household per annum Note: This measure is based on the NSW Statement Government Target to reduce the average annual kilograms of waste per household sent to landfill by 40kg (which equates 10%) by 2030	≤ 355.2 kg / household by 2030	364.2kg	YTD Quarterly
Carbon Reduction Decrease carbon emissions offset by Council (50% reduction by 2028) Note: Council has been certified as carbon neutral by Climate Active since July 2018. Carbon offset units are used by Council to help achieve this. Council's target is to reduce the amount of offsets used by 50% from 7,412 tonnes in 2018/19 to ≤3,706 tonnes by 2028.	≤3,706t CO2e offset by 2028	4,079t (2022/23 result- year lag in reporting)	Annual Lag (for previous FY)
Electric Vehicle charging Increase public electric vehicle charging by 10 stations per year	10	9	YTD Quarterly
Council's Water Usage No net increase in Council's water use on 2018/19 result of 88,655 kL Note: Results published annually usually in October.	Neutral or Reduce	90,740kL	Annual
DA Processing Time Determine development applications for which Council is the consent authority (including DAs determined by a local planning panel) in accordance with Ministerial targets for gross days: <ul style="list-style-type: none"> From 1 July 2025 to 30 June 2026: 105 days from lodgement From 1 July 2026 to 30 June 2027: 95 days from lodgement From 1 July 2027 onwards: 85 days from lodgement. 	≤ 85 days from lodgement by 1 July 2027	163 days (530 DAs)	Quarterly
Library Visitation Maintain or improve Library visitation rates per capita (2022/23 State median for Urban Medium libraries)	> 2.75 annually	10.42	YTD Quarterly
Missed Bins Kerbside collection bins missed	<1%	0.19%	Quarterly
Woollahra Gallery @ Redleaf Improve Gallery visitation rates	≥ 6,946 by 30 June 2025 (1,736 per quarter)	13,688	YTD Quarterly
Green canopy Increase in canopy cover to plant 13,242 trees new trees across our local area over 25 years (by 2050)	2025: 344 trees 2026: 482 trees 2027: 653 trees 2028: 868 trees	193 street and park trees planted	YTD Quarterly

Measure	Target	30 June 2024 result	Timing
Quality of Our Beaches All of Council's six swimming beaches rated 'Good' or above by BeachWatch Note: Results published annually for FY, usually in October.	6/6 (100%)	4/6 rated 'Good' (Rose Bay and Murray Rose [Redleaf] rated 'Poor')	Annual
Community Engagement with Website Website users- 10% increase per year.	350,000	474,206	YTD Quarterly
Library Loans Loans per capita (2022/23 State median for Urban Medium libraries)	> 4.84	10.84	YTD Quarterly
Library Membership Library members as percentage of population (2022/23 State median for Urban Medium libraries)	> 39.77%	48.82%	Quarterly
Community Engagement with Newsletters E-Newsletters opened by recipients	> 19.4% (government average)	57%	Quarterly
Community Engagement with Councils Future Plans, Projects and Initiatives Your Say site visits	Maintain	38,418	YTD Quarterly
Usage of Woollahra App for service requests Maintain or increase total service requests lodged through Woollahra app.	Maintain or increase	April 2025 result: 19% of all CRMs lodged through the Woollahra App	Quarterly

Have Your Say

Council's draft Community Strategic Plan was placed on formal public exhibition from 30 April 2025 to 28 May 2025. Members of the community were invited to make public submissions expressing their views on the draft plan during the public exhibition period to be considered by Council.

Public submissions received during the exhibition period were considered by Council at a meeting of the Strategic & Corporate Committee held 16 June 2025, then adopted by Council on 23 June 2025, coming into effect 1 July 2025.

To continue to engage with Council and to have your say you can:

- Go to Council's website
www.woollahra.nsw.gov.au
- Email council at
records@woollahra.nsw.gov.au

Further information on the development of this Plan

Principles of social justice

Social justice is the principle that everyone should have equal access to opportunities, resources, well-being, and fairness. Council must consider the economic, environmental, social, and cultural sustainability of its decisions to ensure a fair and inclusive community.

To uphold social justice principles in a local government context, Woollahra Council endeavours to:

- address access and equity issues
- provide cultural activities and community facilities as well as recreation for active living
- plan for growth through urban design in the built environment, while remaining sensitive to heritage issues
- care for public health and safety
- support education, affordable housing initiatives and transport links within our communities
- provide consultation networks.

SOCIAL JUSTICE IN AN ENGAGEMENT CONTEXT	
Principle	Meaning
Equity	Inclusive and representative views from the community
Access	Appropriate methods for engagement selected
Participation	The community has a clear understanding of how they can get involved
Rights	People have a right for their views and voices to be heard

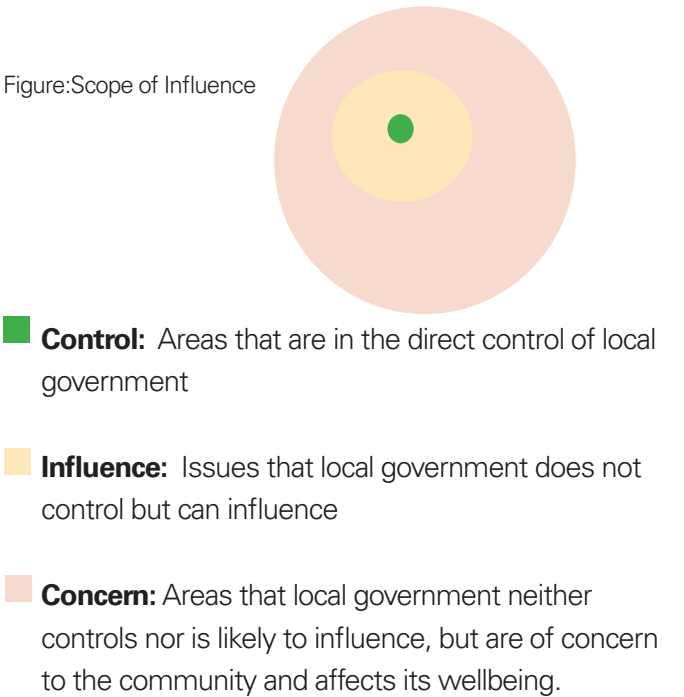
Our Scope and Partners

Our plan can only be a success if delivered in collaboration and partnership with our community, businesses, organisations, and other levels of government.

While Council plays a key role in delivering and facilitating many outcomes in the plan, there are some areas where our direct influence is limited. However, we remain committed to taking a leadership and advocacy role, actively participating in and supporting networks and partnerships to drive progress.

As part of a broader community, we recognize that strong partnerships are essential to achieving our shared vision. With limited resources, collaboration allows us to maximise our impact, leverage expertise, and secure funding to create lasting benefits for Woollahra. By working together, we can ensure a vibrant, sustainable, and inclusive future for our community.

Figure: Scope of Influence



Our Partners	A list of our Partners and the Goals they contribute to.				
	Goal 1: Well Planned Neighbourhoods	Goal 2: Effective Infrastructure	Goal 3: Sustainable Environments	Goal 4: Connected community	Goal 5: Working Together
Our community	✓	✓	✓	✓	✓
Australian Local Government Association					✓
City of Sydney Council	✓	✓	✓	✓	
Community groups and organisations				✓	
Create NSW				✓	
Cultural institutions and groups				✓	
Department of Climate Change, Energy, the Environment and Water	✓	✓	✓		
Department of Planning, Housing and Infrastructure	✓	✓	✓	✓	
Destination NSW	✓				
Developers	✓	✓	✓		
Holdsworth	✓				
Housing Delivery Authority	✓				
Independent Planning Panels	✓	✓	✓		
Independent Pricing and Regulatory Tribunal.					✓
La Perouse Local Aboriginal Land Council				✓	
Local businesses	✓				✓
Local clubs			✓		
Local schools			✓		
Not-for-profit organisations				✓	
NSW Audit Office					✓
NSW Chief Scientist			✓		
NSW Environment Protection Authority			✓		
NSW National Parks and Wildlife			✓		
NSW Office of Local Government					✓

Our Partners	Goal 1: Well Planned Neighbourhoods	Goal 2: Effective Infrastructure	Goal 3: Sustainable Environments	Goal 4: Connected community	Goal 5: Working Together
NSW Police	✓	✓	✓	✓	
NSW State and Federal governments and agencies.	✓	✓	✓	✓	
NSW State Library				✓	
Paddington Chamber of Commerce	✓				✓
Queen Street and West Woollahra Association					✓
Randwick Council		✓	✓		✓
Resident groups				✓	
Resilient Sydney			✓		
South Eastern Sydney Local Health District / NSW Health				✓	
Southern Sydney Regional Organisation of Councils (SSROC)	✓	✓	✓		✓
State Emergency Services			✓		
State government			✓		
Sydney Coastal Councils Group			✓		
Sydney Ferries		✓	✓		
Sydney Water			✓		
The Paddington Society	✓				✓
The Queen Street and West Woollahra Association	✓				
Transport NSW	✓	✓	✓		
Visitors to Woollahra	✓				
Waverley Council		✓	✓		✓
Women's Housing Company				✓	
Woollahra History and Heritage Society				✓	

State and Regional Priorities

Many of our services and strategic plans are directly linked to other levels of government and other service providers that directly or indirectly influence the quality of life within our local area.

We acknowledge these important linkages and aim to work collaboratively to improve the liveability and sustainability of our community. To do this, Council has aligned its Community Strategic Plan with the goals and strategies of the following key plans.

Key Plan	Goal 1: Well Planned Neighbourhoods	Goal 2: Effective Infrastructure	Goal 3: Sustainable	Goal 4: Connected community	Goal 5: Working Together
Audit Office NSW Cyber Security in Local Government Performance Audit March 2024					✓
Audit Office NSW Threatened Species and Ecological Communities Performance Audit August 2024.			✓		
Audit Office NSW Road Asset Management in Local Government Performance Audit November 2024.		✓			
Department of Planning, Industry and Environment Greener Neighbourhoods Guide December 2021			✓		
Greater Sydney Commission Our Greater Sydney 2056 – Eastern District City Plan June 2018	✓		✓		
Greater Sydney Commission Our Greater Sydney Audit Office NSW Road Asset Management in Local Government Performance Audit November 2024			✓		
IP&R Peer Review Program 2024- Outcomes Report					✓
NSW Department of Planning and Environment Everyone Can Play Guidelines 2023				✓	
NSW Department of Planning, Industry and Environment NSW Electricity Infrastructure Roadmap November 2020		✓			
NSW Disability Inclusion Plan 2021-2025		✓			
NSW Government 2021 State Plan	✓				
NSW Public Library Association Strategic Plan 2021-2025				✓	
NSW State Government Transport Oriented Development (TOD) Program	✓				
NSW Women's Strategy 2023–2026				✓	
Reconciliation Australia 2021 State of Reconciliation in Australia Report				✓	
State Library of NSW Strategic Plan 2025- 2030				✓	
Sydney Water Growth Servicing Plan 2024-2029		✓			
Sydney Water Long Term Capital and Operational Plan September 2024		✓	✓		

Community Engagement and Research

This strategic plan for our future integrates the engagement feedback we have received since our last Community Strategic Plan in 2021.

We engage on matters of importance to our community in line with our adopted Community Engagement Strategy using a variety of engagement methods. This can include on-site consultation, direct mail notification, Ward meetings and Pop Up stalls to promote the opportunity to provide feedback and make submissions for review by Committees and Council.

We also offer online engagement opportunities via Council's Your Say Woollahra, which has over 4,300 registered users and saw more than 38,000 site visits in FY2023/24. All of this feedback informs our understanding of community priorities and aspirations.

When our major Strategies and Plans are developed we seek community feedback through a public exhibition. The results are then presented to a Council Committee for debate, and then on to Council for adoption, including any changes informed by community feedback.

A record of all submissions is made in the Committee agenda of the relevant meeting, with a staff response. There are three formal standing committees of Council that meet regularly to discuss a range of issues, applications and proposals. All committee meetings are open to the public.

Council committees include:

- Finance, Community & Services Community (FC&S, which considers financial, budget and work issues, and issues relating to services for people)
- Environmental Planning Committee (EP), which considers design and strategic planning issues that affects the municipality and our local environment
- Strategic & Corporate Committee (S&C), which deals with issues that have an impact on the whole of Council.

Some significant recent consultations that inform this Community Strategic Plan have included:

Special Rate Variation

635 submissions (S&C 17 October 2022)

Lyne Park Playground upgrade

2,647 responses (FC&S 5 December 2022)

Plans of Management (POMs)

176 responses (S&C 17 July 2023)

Playspace Strategy

68 responses commencement survey; 35 submissions to display of draft (S&C 17 July 2023)

Recreation Strategy

106 submissions (S&C 17 July 2023)

Double Bay Urban Design Strategy

215 plus 44 related from Cross St consult (S&C 23 Oct 2023)

Urban Forest Strategy,

55 submissions; 1,153 Your Say page visits; 435 downloads of the draft UFS (S&C 20 November 2023)

Environmental Sustainability Action Plan

3 submissions received (EP 4 March 2024)

Edgecliff Urban Design Strategy

153 submissions, 123 survey responses; Your Say page visited by 5,100 people with 719 document downloads (S&C 24 April 2024)

Childrens Youth and Family Strategy

537 responses (FC&S 3 June 2024)

Arts & Culture Strategy

74 survey responses; 50 stakeholders attended at focus groups; 22 submissions (FC&S 9 December 2024)

How we consulted

Engagement undertaken to support this Community Strategic Plan include:

- Community Satisfaction Survey – March 2024
- Workshops with residents and community groups in August and November 2024
- Councillor workshops January - May 2025
- Online engagement at Council's Your Say Woollahra
- Exhibiting the draft Community Strategic Plan for public submissions from 30 April 2025 to 28 May 2025, prior to adoption by Council 23 June 2025.

March 2024

In March 2024 Council commissioned an independent Community Satisfaction Survey. A total of 501 resident interviews were completed. 482 of the 501 respondents were chosen by means of a computer based random selection process, whilst the remaining 19 respondents were 'number harvested' via face-to-face intercept at several locations around the LGA. A sample size of 501 residents provides a maximum sampling error of plus or minus 4.4% at 95% confidence. This means that if the survey was replicated with a new universe of N=501 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.4%.

The survey results highlight performance gaps, our key focus areas for improvements to Council services. The survey results are summarised on pages 16-17.

Community Satisfaction Survey March 2024

In March 2024 Council commissioned an independent Community Satisfaction Survey. This survey also asked the community to rank the importance of services, assisting Council to better understand community priorities.

Survey participants

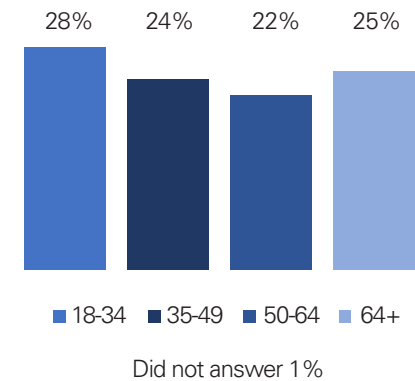
People



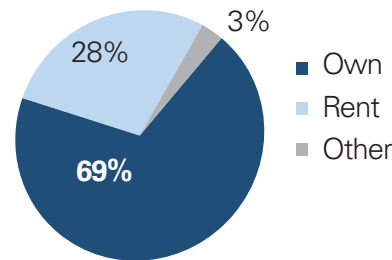
Gender



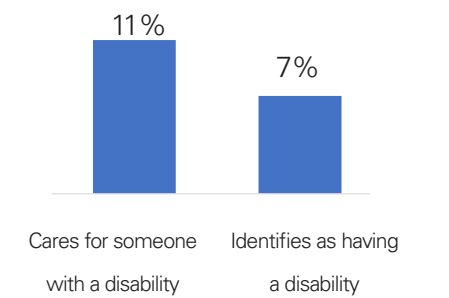
Age



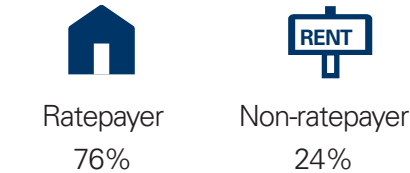
Dwelling ownership



Disability status



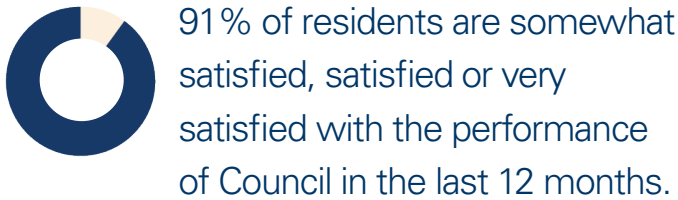
Ratepayer status



Employment status

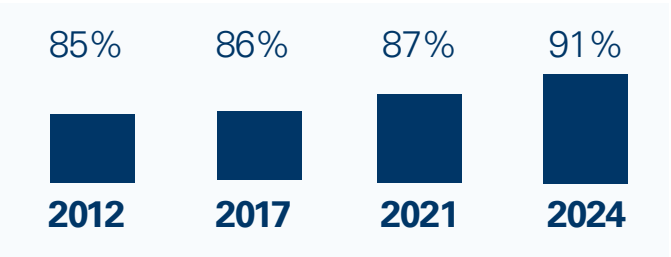
Employed full time	55%
Employed part time	15%
Household duties	3%
Retired	21%
Student	2%
Unemployed	2%
Other (freelance, contract, casual, etc.)	1%

Community satisfaction



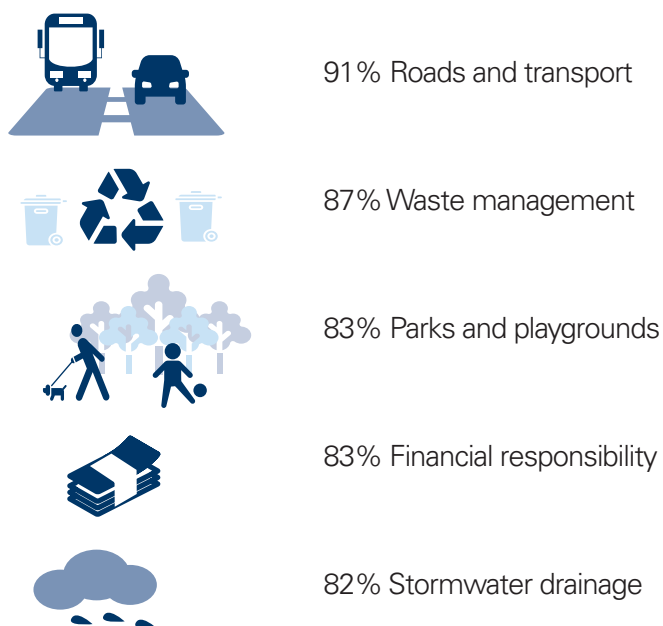
These results indicate Council is broadly meeting community expectation, however improvement areas were identified.

Satisfaction over time

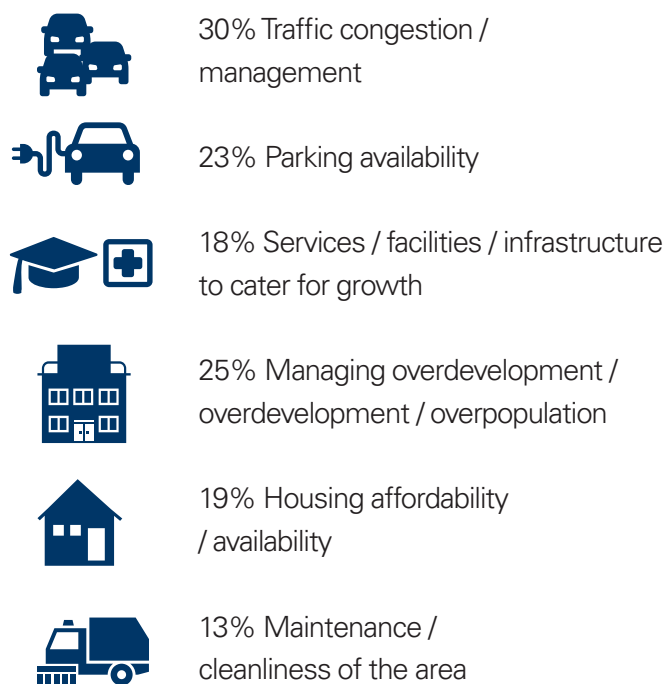


Primary drivers of satisfaction in 2024 were Community input to Council decision making, Financial responsibility and Provision of information.

Top five priorities for the local area



Highest identified priorities for next 5 years



Performance gaps for Council services

Performance Gap Analysis measures the gap between importance and satisfaction. The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Council and the expectation of the community for that service/facility.

Connectivity (parking, roads and traffic) and planning and development are areas with the largest performance gaps overall, with the largest gap of 35% being for car parking availability in the LGA.

Largest Performance Gaps

Car parking availability	35%
Managing residential development	22%
Condition / maintenance of local roads	18%
Traffic management	17%
Stormwater drainage / flood management	15%
Management of development / town planning	12%
Councils' development assessment process	10%



Community workshop August 2024

August 2024

In August 2024 all participants from the March 2024 Community Satisfaction Survey who had given permission to be contacted (211 out of 501) were invited to workshops to hear and to inform staff understanding of the survey results. We tested our Vision, Mission and Values and found these continue to resonate with our community.

This Community Strategic Plan focussed more on changes in our Goals and Strategies, to deliver on changing community priorities and aspirations.

We also heard what people love (and want to retain) about Woollahra, as well as burning issues to be addressed. At the start of each workshop, people were asked to reflect on the statement "Woollahra is the answer, what is the clue or question?"

- Liveability
- Sense of community
- The beauty of open spaces and the harbour
- Development impacts and pressures
- Traffic congestion
- Car parking availability.

From these workshops our Goals emerged:

1. Well-Planned Neighbourhoods,
2. Effective Infrastructure,
3. Sustainable Environments,
4. Connected Community and
5. Working Together.

We heard desire for Strategies that addressed key themes relating to these Goals:

Concern about development pressures from State Government housing targets

Need for more affordable housing options

Need to address the negative impacts on liveability from car parking constraints, traffic congestion impacts and irresponsible pet ownership

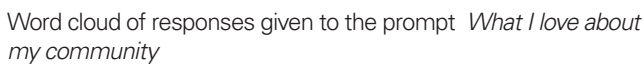
Need for more public transport options and focus on walkability

Love of nature and desire to focus on climate change

Need for more community spaces and places to connect

Desire to focus on Council core services such as waste, stormwater and footpaths

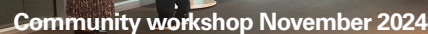
In November 2024 we held workshops open to all to test our Goals and receive feedback on our Strategies. These drop-in workshops reinforced what the community loves about living in Woollahra, which should be maintained by our Strategies.



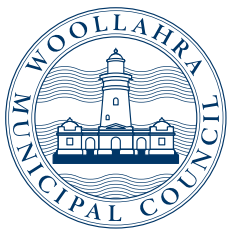
“Lovely place to live for small-scale local heritage, sense of community, proximity to public transport and city, beaches / parks”



A key take-away from the sessions was that the community would value more information about what Council (and others) are doing to implement the strategies.



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Adopted by Woollahra Council
23 June 2025