



Woollahra Council  
Special Rate Variation Application February 2023

**Attachment 5 – Priority Area Expenditure Over 10 Years  
To Be Funded From the Special Rate Variation**

Priority Area	\$m (Over 10Years)																																																								
<p><b>Priority Area – Protecting our Woollahra LGA Heritage</b></p> <p>The Woollahra LGA has a rich and diverse history that is represented in Victorian Federation, Inter-War and post-1950 building, precincts and streetscapes. The three main heritage conservation areas of Paddington, Woollahra and Watsons Bay are the result of years of proactive and collaborative work undertaken by Council and a range of partners.</p> <p>Recognising that there were gaps in some of Woollahra LGA’s current heritage listings, a Heritage Gap Analysis was undertaken and finalised by Council in 2021. This analysis is now informing Council as to what future heritage studies are needed in order to continue to protect the unique heritage of the Woollahra LGA.</p> <p>Projects to be completed through funding from the SV include the Modern Study, Inter-War Flat Building Study and the Arts &amp; Crafts Study.</p> <p>The community believe it is essential to protect buildings with these characteristics because they are gradually disappearing due to the high pace of development in the Eastern Suburbs.</p> <p>The program of expenditure for this priority area is shown below under Option 2.</p> <p><b>Protecting our Heritage</b></p> <table border="1"> <thead> <tr> <th style="background-color: #003366; color: white;">Outcomes</th> <th style="background-color: #009966; color: white;">Option 1 \$0</th> <th style="background-color: #FF9900; color: white;">Option 2 \$1.4m</th> <th style="background-color: #990033; color: white;">Option 3 \$3.7m</th> </tr> </thead> <tbody> <tr><td>Inter-War Flat Buildings Heritage Study</td><td></td><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td></tr> <tr><td>Study of local architecture and design influenced by the Arts and Crafts period</td><td></td><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td></tr> <tr><td>Significant Architects Heritage Study</td><td></td><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td></tr> <tr><td>Study of local built examples influenced by the Modernist period</td><td></td><td style="text-align: center;">✓</td><td style="text-align: center;">✓</td></tr> <tr><td>58 – 88-90 Oxford St Woollahra Heritage Assessment.</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Items providing evidence of the area’s historic development</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Commercial, community and recreational buildings</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Land-water interface buildings and maritime archaeology</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Cultural landscapes (including parks, gardens, reserves, beaches, etc.)</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Review and assess heritage items nominated in previous heritage studies</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Items listed on other statutory and non-statutory heritage registers</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Items associated with significant local identities, especially women</td><td></td><td></td><td style="text-align: center;">✓</td></tr> <tr><td>Develop a heritage interpretation strategy for archaeological findings and built heritage (on land and in the water)</td><td></td><td></td><td style="text-align: center;">✓</td></tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$1.4m	Option 3 \$3.7m	Inter-War Flat Buildings Heritage Study		✓	✓	Study of local architecture and design influenced by the Arts and Crafts period		✓	✓	Significant Architects Heritage Study		✓	✓	Study of local built examples influenced by the Modernist period		✓	✓	58 – 88-90 Oxford St Woollahra Heritage Assessment.			✓	Items providing evidence of the area’s historic development			✓	Commercial, community and recreational buildings			✓	Land-water interface buildings and maritime archaeology			✓	Cultural landscapes (including parks, gardens, reserves, beaches, etc.)			✓	Review and assess heritage items nominated in previous heritage studies			✓	Items listed on other statutory and non-statutory heritage registers			✓	Items associated with significant local identities, especially women			✓	Develop a heritage interpretation strategy for archaeological findings and built heritage (on land and in the water)			✓	\$1.4m
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<p><b>Priority Area - Mitigating the impacts of climate change:</b></p> <p>With a changing climate, the Woollahra LGA is expected to experience more frequent and more severe rain events. Council’s existing network of subsurface pipes and surface drainage infrastructure will come under significant pressure to cope with the volume of stormwater as rainfall increases.</p> <p>Council has prepared a series of Floodplain Risk Management Studies and Plans for the various catchments within our LGA. The primary purpose of these plans is to quantify the nature and extent of existing and potential flooding problems and provide a range of options that could be implemented to expand the capacity and effectiveness of our stormwater network. The SV will enable Council to implement some of the high priority initiatives identified in our Plans.</p> <p>In addition to projects aimed at expanding the capacity of the stormwater network, it is proposed to fund an increased level of drainage and pipe repair works across the LGA to ensure that the network is functioning at optimum efficiency.</p> <p>Specifically, the SV will allow Council to deliver flood mitigation projects in Rose Bay, Paddington, Double Bay and Darling Point as well as undertake an expanded program of drainage maintenance works.</p> <p>The program of expenditure for this priority area is shown below under Option 2:</p> <p><b>Climate Change Adaptation Measures</b></p> <table border="1"> <thead> <tr> <th style="background-color: #003366; color: white;">Outcomes</th> <th style="background-color: #009999; color: white;">Option 1 \$0</th> <th style="background-color: #FF9900; color: white;">Option 2 \$13.9m</th> <th style="background-color: #990033; color: white;">Option 3 \$17.3m</th> </tr> </thead> <tbody> <tr> <td>Cecil Street, Rushcutters Bay catchment (Paddington Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Dudley Road, Rose Bay North catchment (Rose Bay Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Edgecliff Road, Double Bay catchment (Woollahra Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Glenmore Road, Rushcutters Bay catchment (Paddington Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Ocean Avenue, Darling Point catchment (Double Bay Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Underwood Street, Rushcutters Bay catchment (Paddington Flood Plan)</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Increased drainage repairs, cleaning of pipes &amp; GPTs and CCTV inspections of pipes</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Pipe Refurbishment Program, various catchments</td> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$13.9m	Option 3 \$17.3m	Cecil Street, Rushcutters Bay catchment (Paddington Flood Plan)		✓	✓	Dudley Road, Rose Bay North catchment (Rose Bay Flood Plan)		✓	✓	Edgecliff Road, Double Bay catchment (Woollahra Flood Plan)		✓	✓	Glenmore Road, Rushcutters Bay catchment (Paddington Flood Plan)		✓	✓	Ocean Avenue, Darling Point catchment (Double Bay Flood Plan)		✓	✓	Underwood Street, Rushcutters Bay catchment (Paddington Flood Plan)		✓	✓	Increased drainage repairs, cleaning of pipes & GPTs and CCTV inspections of pipes		✓	✓	Pipe Refurbishment Program, various catchments			✓	<p>\$13.9m</p>
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<p><b>Priority Area - Recreation &amp; Trees:</b></p> <p>Public open spaces enhance the character of the Woollahra LGA; they support healthy and active lifestyles and bring communities together.</p> <p>Council is focused on enhancing the quality and usability of existing open spaces and a recent series of plans and strategies provide strategic direction and recommendations on how best to develop and manage a quality open space.</p> <p>These plans and strategies include Plans of Management (for parks &amp; reserves), the draft Recreation Strategy and the draft Play Space Strategy. Council want to promote greater usability of our parks and reserves and provide greater levels of maintenance.</p> <p>A defining character of the Woollahra LGA is our exceptional urban forest, most notably our magnificent trees. Our street trees provide invaluable benefit to our quality of life but they do require significant and increasing resources for maintenance. Our majestic Fig trees in particular, require increasing expenditure for pruning to address issues of overshadowing and fruit drop.</p> <p>The program of expenditure for this priority area is shown below under Option 2:</p> <p><b>Recreation &amp; Trees</b></p> <table border="1"> <thead> <tr> <th style="background-color: #003366; color: white;">Outcomes</th> <th style="background-color: #009999; color: white;">Option 1 \$0</th> <th style="background-color: #FF9933; color: white;">Option 2 \$10.3m</th> <th style="background-color: #990033; color: white;">Option 3 \$22.2m</th> </tr> </thead> <tbody> <tr> <td>Development and adoption of all Community Land POMs and limited Capital Works</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Increase our open space maintenance staff by one more team</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Undertake more proactive maintenance of our 550 Fig Trees</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Implement a more comprehensive range of works to come from the Community Land POMs, with projects like new and upgraded playgrounds and new recreation facilities</td> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$10.3m	Option 3 \$22.2m	Development and adoption of all Community Land POMs and limited Capital Works		✓	✓	Increase our open space maintenance staff by one more team		✓	✓	Undertake more proactive maintenance of our 550 Fig Trees		✓	✓	Implement a more comprehensive range of works to come from the Community Land POMs, with projects like new and upgraded playgrounds and new recreation facilities			✓	\$10.3m		
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<p><b>Priority Area - Active Transport:</b></p> <p>A key priority for Council is prioritising easy, safe and accessible walking and cycling options across the LGA, and promoting the area as the most convenient, comfortable and safe choice for short trips in Woollahra.</p> <p>Council supports walking and cycling as the mode of choice for journeys to our schools, including our commercial centres, our schools, natural attractions (including parks, the harbour and the ocean) and public transport interchanges. To achieve this, Council needs to invest in safe, accessible and attractive pedestrian paths, crossings, cycleways, bicycle parking and supporting infrastructure.</p> <p>The program of expenditure for this priority area is shown below under Option 2:</p> <p><b>Active Transport</b></p> <table border="1"> <thead> <tr> <th style="background-color: #003366; color: white;">Outcomes</th> <th style="background-color: #009999; color: white;">Option 1 \$0</th> <th style="background-color: #FF9900; color: white;">Option 2 \$7.3m</th> <th style="background-color: #990033; color: white;">Option 3 \$13.8m</th> </tr> </thead> <tbody> <tr> <td>O'Sullivan Road, Bellevue Hill Cycleway Project between New South Head Road and Old South Head Road</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Footpath repair and maintenance program, partial</td> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>High priority walking project as identified in the draft Active Transport Plan</td> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Footpath repair and maintenance program, extensive</td> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$7.3m	Option 3 \$13.8m	O'Sullivan Road, Bellevue Hill Cycleway Project between New South Head Road and Old South Head Road		✓	✓	Footpath repair and maintenance program, partial		✓	✓	High priority walking project as identified in the draft Active Transport Plan			✓	Footpath repair and maintenance program, extensive			✓	\$7.3m
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<p><b>Priority Area - Community Infrastructure:</b></p> <p>For many years Council has planned for the replacement of the car park at Wilberforce Avenue, Rose Bay. The project includes the construction of a new community centre, amenities and a multi-level car park that will address the current shortage of parking in the areas. This development will provide greater community connections, services and fully accessible amenities through a community centre and will support local businesses in the area by providing increased parking for visitors to the commercial centre.</p> <p>Council is looking to borrow funds of approximately \$28million to complete the project. The SV will fund annual financing costs of \$11.635m over 10 years.</p> <p>The program of expenditure for this priority area is shown below under Option 2:</p> <p><b>Community Infrastructure</b></p> <table border="1" data-bbox="172 813 1297 904"> <thead> <tr> <th data-bbox="172 813 911 869">Outcomes</th> <th data-bbox="911 813 1038 869">Option 1 \$0</th> <th data-bbox="1038 813 1166 869">Option 2 \$11.6m</th> <th data-bbox="1166 813 1297 869">Option 3 \$11.6m</th> </tr> </thead> <tbody> <tr> <td data-bbox="172 869 911 904">Car park in the Wilberforce Avenue, Rose Bay project</td> <td data-bbox="911 869 1038 904"></td> <td data-bbox="1038 869 1166 904">✓</td> <td data-bbox="1166 869 1297 904">✓</td> </tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$11.6m	Option 3 \$11.6m	Car park in the Wilberforce Avenue, Rose Bay project		✓	✓	<p>\$11.6m</p>
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<p><b>Priority Area - Improvements to Service:</b></p> <p>As part of an organisational restructure undertaken in 2021, one of Council’s divisions was re-established as the Community &amp; Customer Experience division. The key purpose in doing this was to start to build a more customer focused culture across Council, for both internal and external customers.</p> <p>Part of this work has been to introduce customer design into the organisation. Customer design is about looking at the processes from a customer point of view and is an opportunity for staff who are involved in the processes to take ownership and be involved in any potential improvements.</p> <p>The SV will enable Council to implement outcomes from the customer design process and make significant improvements to integrated customer services through automated online capabilities allowing easier and more convenient transactions. This will enable our residents to access information, bookings, permits, approvals and payments. The investment in technology will also improve Council’s library services, website and online and face-to-face engagement.</p> <p>Examples of customer design reviews taking place are:</p> <ul style="list-style-type: none"> <li>- <i>iConcierge</i>. This is our own Woollahra app for customer service requests, with this project about taking a customer view of the app rather than relying on staff to assume that improvements to the app are benefiting the customer.</li> <li>- <i>Venue Hire Pathways</i>. This project is looking at all the different ways a customer currently books venues, parks and our libraries, with the aim to find better cross-sectional coordination in order to provide an improved customer experience.</li> <li>- <i>Payment Pathways</i>. This project is identifying a range of payments that are not currently able to be completed through Council’s website, with the aim being to be able to map and design more efficient and simplified pathways that meet customer expectations.</li> </ul> <p>The program of expenditure for this priority area is shown below under Option 2:</p> <p><b>Improvements to Service</b></p> <table border="1" data-bbox="169 1547 1294 1637"> <thead> <tr> <th data-bbox="169 1547 911 1608">Outcomes</th> <th data-bbox="911 1547 1038 1608">Option 1 \$0</th> <th data-bbox="1038 1547 1166 1608">Option 2 \$4.4m</th> <th data-bbox="1166 1547 1294 1608">Option 3 \$4.4m</th> </tr> </thead> <tbody> <tr> <td data-bbox="169 1608 911 1637">Digital technology to support better customer service.</td> <td data-bbox="911 1608 1038 1637"></td> <td data-bbox="1038 1608 1166 1637">✓</td> <td data-bbox="1166 1608 1294 1637">✓</td> </tr> </tbody> </table>	Outcomes	Option 1 \$0	Option 2 \$4.4m	Option 3 \$4.4m	Digital technology to support better customer service.		✓	✓	<p>\$4.4m</p>
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