

OPERATIONAL PLAN 2020/2021



Acknowledgement of Country

We wish to acknowledge the traditional inhabitants of the land on which we stand, the Aboriginal People, their spirits and ancestors.

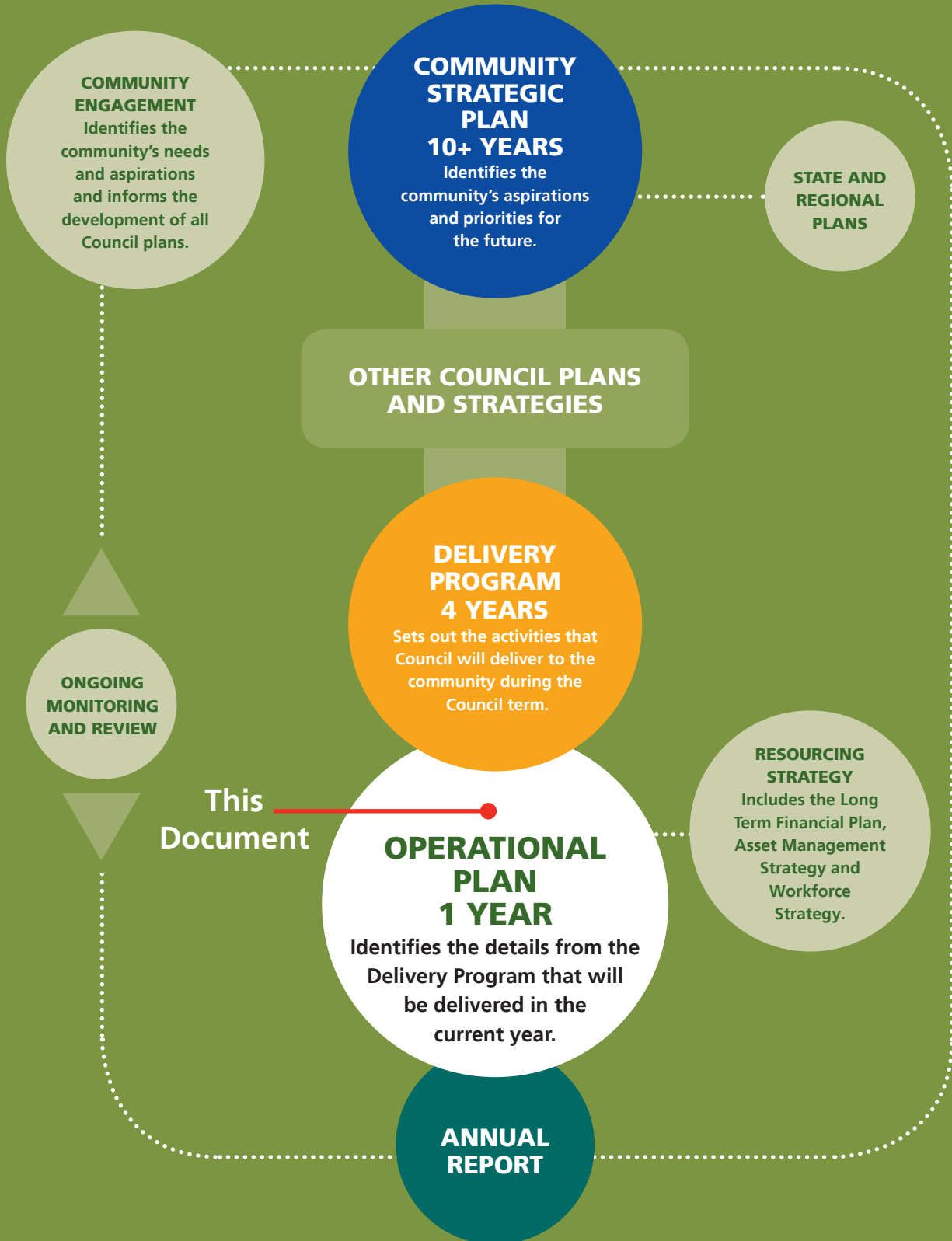
We acknowledge the vital contribution that Indigenous people and cultures have made and still make to the nation that we share, Australia.

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Fees and Charges	Refer to separate document



INTEGRATED PLANNING AND REPORTING FRAMEWORK



Introduction

Willoughby City Council provides a wide range of services and works for our communities, including projects, capital works programs, services and activities.

This operational plan and budget details the services and projects we will provide – and how we will fund these for 2020-21. Included in this plan are the annual budget and annual rates, fees and charges. The plan and budget also show how we measure progress and work to make our organisation and our services more efficient.

This work links directly to our four-year delivery program for 2017–2021. It is guided by the outcomes in our community strategic plan, *Our Future Willoughby 2028*.

These outcomes are:

A City that is green

A City that is connected and inclusive

A City that is liveable

A City that is prosperous and vibrant

A City that is effective and accountable



Projects and Capital Works – We prioritise all proposed projects for the financial year according to community need and time these so that the funding reflects the staging of projects and available grants.



Business Improvements – There are areas where we can be more efficient or improve customer service and this program sets out the target areas for the year.



Resources – We allocate budgets, staffing and assets for different services and projects. These form part of this operational plan.



Activities – These are services that do not require project funding. They are part of the operational plan and their progress is tracked.



Performance Indicators – These keep us accountable to our communities and ensure we provide services as promised, set targets and report on these.

Mayor's Message



Local councils support what's close to our hearts and homes. We look after everything from parks, playing fields, libraries and childcare centres to recycling services, local roads and footpaths, bushland activities and community services. In

the past six months, what is most important to us has been threatened with storms and the pandemic. The year 2020 will be noted by many of us as the toughest year of our life and will be spoken about for generations. The economic hardship faced by many families and businesses will be profound.

It is my privilege to serve and lead throughout these difficult times. While this operational plan has been revised to what we had initially envisaged, it still provides a solid and stable base of services for our community. And most importantly, supporting our community through the transition and recovery phases and beyond.

We've carefully considered the impact of COVID-19 and how best we can support our community over the next 12 months. This operational plan brings that to fruition.

Along with providing regular services such as waste collection, recycling and maintaining libraries, parks and roads, we have budgeted for many exciting capital works, services and activities.

We'll push ahead with large key projects including preparations for an indoor sports facility at Gore Hill and plan for a refurbished pool area at Willoughby

Leisure Centre. Also, there will be a detailed design of a shared path along the Pacific Highway as well as, renewing the drainage, irrigation and tank at Willoughby Oval.

In April 2020, we offered a business support plan, worth up to \$1.66 million over six months. It offered relief on rents to tenants in council properties, reduced fees and penalties to help support local businesses and community groups.

While many of our facilities, including libraries and community centres, have closed in 2020 to try to reduce the spread of COVID-19, we're restarting services cautiously and with your health and safety in mind.

As Mayor, I normally attend over 200 community events, sporting clubs and community group gatherings each year. I have shared the enthusiasm and tapestry of our community spirit – one that is resilient and welcoming. I've been so overwhelmed and pleased to see that it has continued despite many of these clubs and groups being temporarily suspended. The connectedness continued, even when connections were online and not in person.

Despite our hardships, I'm confident this operational plan maximises our resources and supports our community into a better and bright 2021.

Gail Giles-Gidney
Mayor
Willoughby City Council



BACK ROW L-R: Clr Stuart Coppock (Naremburn Ward), Clr Craig Campbell (West Ward), Clr Angelo Rozos (Middle Harbour Ward), Clr Nic Wright (Naremburn Ward), Clr Denis Fernandez (Sailors Bay Ward)
FRONT ROW L-R: Clr Hugh Eriksson (Sailors Bay Ward), Clr Christine Tuon (Naremburn Ward), Clr Wendy Norton (Middle Harbour Ward), Clr Brendon Zhu (Sailors Bay Ward), Mayor Gail Giles-Gidney, Clr Tony Mustaca (West Ward), Clr Lynne Saville (West Ward), Clr Judith Rutherford (Middle Harbour Ward)



CEO's Message



Leading a workforce that has community service and sustainability at its core is a great privilege. While it's been challenging with storm damage and the coronavirus pandemic, our staff have been flexible and continued

to work hard to deliver on our plans.

We've had many staff working from home, on leave, or working in adapted roles to accommodate the COVID-19 restrictions to reduce the spread of the virus. This has ensured that our workforce remains safe, but also responsive to changing conditions. It's enabled us to continue to deliver vital services and support the most vulnerable in our community.

We are active custodians of the environment and many assets, from buildings and libraries to parks and playgrounds. These important assets help us provide you with the services you need so our upgrades and maintenance programs remain a priority. This work continues in many projects for 2020–21 outlined in this plan.

Most prominently, this operational plan details the loss of revenue and how we're managing it. The 2020/21 operating budget finds us at a \$3 million deficit before capital grants and contributions. This is wholly due to losses from the COVID-19 pandemic. The budget moves to a minor surplus of \$0.5 million when capital revenue is accounted for. While there have been financial challenges to address, we've balanced falling revenue with providing services and supporting our community. We continue to be accountable and transparent in how we manage and allocate resources and rate contributions.

This plan has performance measures to gauge success. The results will be included in our annual report.

Highlights of this plan include:

- continuing to develop recovery and resilience plans for our community and services
- plans and designs for Gore Hill sport facilities
- revitalised open spaces, including Naremburn Park, Castle Cove Park and Beauchamp Park
- designs for improving the pool area at Willoughby Leisure Centre
- a program of traffic works and improvements to roads, bike paths and footpaths
- new play equipment, picnic furniture, seating and fencing for Naremburn Park Playground
- new cladding for The Concourse cultural centre in Chatswood

My heartfelt thanks to staff for their performance during the pandemic. We look forward to supporting the community and Council through recovery and transformation post COVID-19 with the continued delivery of high quality facilities and services.

Debra Just
Chief Executive Officer
Willoughby City Council

ORGANISATION STRUCTURE



Office of Chief Executive
Debra Just



Community Culture and Leisure
Melanie Smith



Customer and Corporate
Greg McDonald

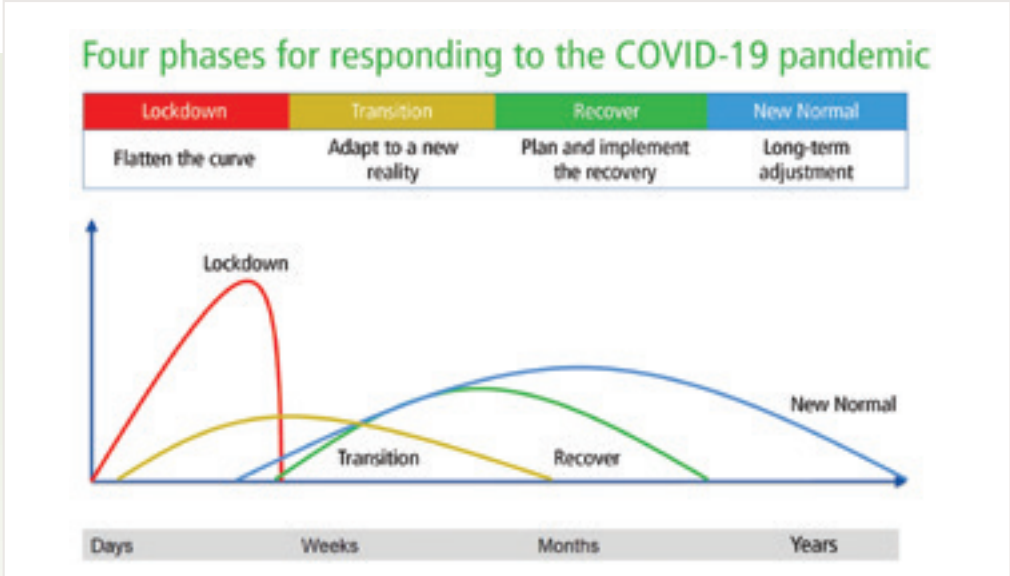


Planning and Infrastructure
Chris Binns



Highlights

PROJECTS FOR 2020-21



Resilient Willoughby – \$128,000

About this project: A program to help council and our community recover from the social and economic impacts of the unprecedented COVID-19 pandemic. This includes developing ideas and proposals for increased online services, adjustments to council’s indoor and outdoor spaces to accommodate physical distancing, support for vulnerable groups and long-term planning to enhance self-reliance and city resilience.

Benefits: Strengthens the capacity of council and the community to overcome impacts from COVID-19, extreme weather and other shocks and stresses which can undermine our quality of life.



Design for a new shared path along part of the Pacific Highway – \$1.6m

About this project: This new shared path for walking and riding is on the eastern side of Pacific Highway between Mowbray Road, Chatswood and Herbert Street, St Leonards. The path will provide a safe connection that encourages more people to keep active and walk or ride. By providing more transport options, the path will also reduce traffic congestion and associated carbon emissions and help improve air quality.

Work for 2020-21: We will prepare a detailed design for the construction of a shared path. This includes consultation with statutory authorities, our communities and people who will use the path.





Design for a new multisport facility at Gore Hill – \$2m

About this project: This new multisport facility is designed to meet the indoor recreation needs of our current and future population. The facility will be an inclusive community hub that provides social and leisure opportunities for people of all ages and abilities.

It will include multi-purpose indoor courts, with supporting areas and underground car parking to complement the sports oval and park development completed in 2019.

The facility vastly expands and improves on community facilities in the Willoughby area. It will attract local residents, visitors and workers.

Work for 2020-21: We will engage a principal design consultant to manage the design development, including the development application. Design will exceed the requirements for a Green Star rating of 5 stars or NABERS (the National Australian Built Environment Rating System) equivalent, ensuring a high environmental performance standard for the facility.



Design for a new pool hall for Willoughby Leisure Centre – \$1.7m

About this project: The exciting new design for the pool hall includes an eight lane 25-metre pool, a four lane 20-metre program pool, a four lane learn-to-swim pool, a kids water play area and a new spa and sauna on the pool deck. It will also include more parking spaces.

The revitalised facility will include a state-of-the-art design and more efficient equipment.

Work for 2020-21: A principal design consultant was engaged in February 2020 for the design development, including the development application. The new design will show innovation and design excellence, including benchmarking of architectural and aquatic design against other leading facilities.

Highlights (continued)

PROJECTS FOR 2020-21



Better drainage and a new playing surface at Willoughby Oval #1 – \$750,000

About this project: These works will ensure oval users enjoy better playing conditions with a more level surface, better drainage, and grass that is more resilient to wear and tear during the high-use winter season. The work will save on maintenance costs and reduce the time spent on repairs.

Work for 2020-21: We will renew the oval's drainage and irrigation systems, add new tank storage and replace the surface with couch turf. We will also rebuild the turf around the centre wicket.



Designs for updates for Northbridge Baths – \$200,000

About this project: These beautiful tidal baths are an important gathering spot for locals to meet, exercise and spend time. This upgrade for the baths and amenities block will ensure these facilities continue to meet the needs of our local communities.

Work for 2020-21: We will prepare designs for an upgrade to the baths structure and amenities block.



Updates and new equipment for Naremburn Park Playground – \$625,000

About this project: We are updating this popular playground with new play equipment to suit a wider range of children's ages and skill levels. New seating and picnic shelters will make this playground a more enjoyable place for local families and visitors to spend time and hold social events.

Work for 2020-21: We will renew the existing playground, construct an extension to the existing playground to include equipment for older children and provide picnic furniture, seating and fencing.



Repairs to the retaining wall along Grafton Avenue, Naremburn – Monitoring – \$20,000

About this project: Continued monitoring before finalising what repair works are required, to ensure this retaining wall remains safe, stable and in good condition for people using the footpath above it. A routine inspection recently found repairs are needed for sections of the wall that show signs of movement.

Work for 2020-21: A design has been prepared for the structural repair works. We will carry out these repairs in 2020-21.

MANAGED BY COUNCIL



73,000+
HELP & SERVICE
CALLS RECEIVED



330ha
of bushland and
nearly 20km of
harbour foreshore



17
PUBLIC
HALLS



425ha
OF OPEN
SPACE

2
ART
SPACES



22,000
meals for seniors
through the
Dougherty Centre



60K
STREET
TREES
MAINTAINED

288km

OF SEALED ROADS



21

SPORTS
FIELDS



\$44m

projects and capital
works expenditure



24,000

customer service
requests handled



7 LIBRARIES



3
PUBLIC
SWIMMING
POOLS



55%

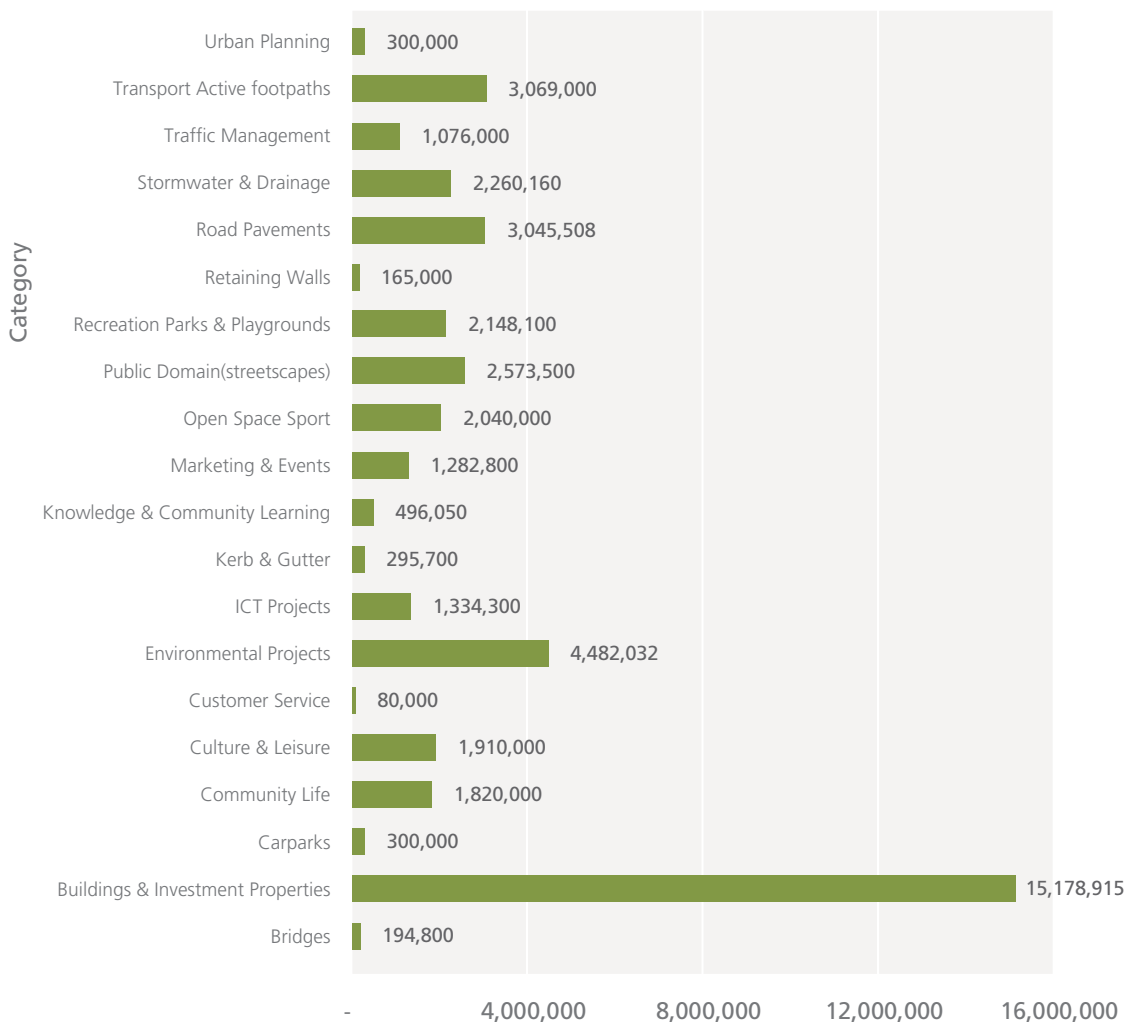
residential waste diverted
from landfill

5,000m² of books, resources and reference
material at Chatswood Library

Projects & Capital Works

PROPOSED 2020/21 FUNDING (\$)

Total \$44,051,865





HOW TO READ THIS DOCUMENT

Category of Projects and Capital Works

The value of all Projects and Capital Works proposed for this category in 2020/21 Budget

PUBLIC DOMAIN		\$2,573,500	
Footpath Renewal		\$2,573,500	
301651	Hampden Road Artarmon, streetscape stage 2 – construction	5	\$1,073,000
301809	CBD laneways activation Spring Place, Chatswood – design and construction	4	\$100,000
301810	CBD laneways activation Mills Lane, Chatswood – design and construction	4	\$40,000
301811	CBD laneways activation Post Office Lane, Chatswood – design and construction	4	\$50,000
301812	CBD laneways activation Charlotte and Anderson Streets, Chatswood – design and construction	4	\$50,000

Project Number

Estimated cost of Project for 2020/21

Subcategory of Projects and Capital Works

Outcome number

BRIDGES		\$194,800	
Major Bridges		\$194,800	
301672	Bridge inspections	2	\$94,800
301671	Repair works to bridges	2	\$100,000
BUILDINGS AND INVESTMENT PROPERTIES		\$15,178,915	
Community Centres		\$138,000	
301717	Willoughby Park Centre – 15 Warrane Road Willoughby East	5	\$44,000
301718	Willoughby Pre School – 7 Central Avenue Naremburn	5	\$44,000
301723	112 Victoria Avenue – community radio upgrade	5	\$20,000
301732	Air conditioning installation – 139 Artarmon Road Artarmon	5	\$30,000
Council Offices		\$3,450,000	
301591	Council building – Victor Street accommodation upgrade – design	5	\$2,425,000
301590	Council building upgrade – customer experience –design	5	\$1,025,000
General		\$2,125,915	
301695	Rolling roof replacement program	5	\$27,500
301719	12A Tyneside fence and sub structure repair	5	\$100,000
301720	Depot, Gibbes Street units – air conditioning replacement program	5	\$220,000
301793	The Concourse covered walkway	5	\$290,000
301722	Property inspection program	5	\$35,000
301712	Dougherty Centre – furniture and fittings	5	\$228,415
301721	18 Broughton Road Artarmon – Kids Cottage – air conditioning replacement	5	\$230,000
300486	Modifications at SES Naremburn, 25 Station Street	5	\$260,000
301724	30 and 36 Devonshire Street, Chatswood	5	\$209,000
301199	Incinerator Small Street, Willoughby structural ground floor repairs	5	\$415,000
301725	Council owned bus shelters	5	\$11,000
301429	Hazardous materials audits and removal	5	\$100,000
Leisure Projects		\$2,890,000	
301795	Artarmon Parklands Pavilion – design	5	\$200,000
301555	Artarmon Parklands Pavilion – construction	5	\$528,000
301589	Gore Hill Oval – design – stage 2 works	3	\$2,162,000

Performing Arts			\$6,575,000
301592	Concourse compliance upgrade	5	\$6,575,000
CARPARKS			\$300,000
All Carpark Works			\$300,000
301734	Car Park works at Artarmon Reserve	5	\$200,000
301747	Car Park works at Castle Cove Park (Holly Street)	5	\$100,000
COMMUNITY LIFE			\$1,820,000
Community Centres			\$1,820,000
301727	Youth development projects	2	\$20,000
301770	Child and Family Expo	2	\$10,000
301801	Affordable housing design – Abbott Road Artarmon	3	\$800,000
301802	Affordable housing design – Barton Road Artarmon	3	\$990,000
CULTURE AND LEISURE			\$1,910,000
Leisure Projects			\$1,910,000
301790	Willoughby Leisure Centre – design for major upgrade of pool hall	3	\$1,710,000
300041	Northbridge Baths – design for renewal	1	\$200,000
CUSTOMER SERVICE			\$80,000
General			\$80,000
301683	Customer Service Contact Centre Service improvement and benchmark program	5	\$20,000
301686	Robotics Process Automation program establishment	5	\$50,000
301741	Customer service feedback kiosk	5	\$10,000
ENVIRONMENTAL PROJECTS			\$4,482,032
Biodiversity			\$1,648,073
301559	Interpretive signs for Castlecrag Reserve	1	\$15,000
301560	Connectivity for Castlecrag Reserve	1	\$92,882
301561	Maintenance for Lane Cove River catchment	1	\$45,020
301562	Maintenance for Middle Harbour	1	\$140,688
301564	Natural area management for Lane Cove River catchment	1	\$180,081
301565	Natural area management for Middle Harbour	1	\$461,459
301566	Streetscape canopy replenishment, Willoughby	1	\$44,000

301567	Flat Rock Gully restoration Small Street, Naremburn	1	\$30,000
301568	Bushland stormwater armouring	1	\$40,000
301569	'Sharing Sydney Harbour access' project construction	1	\$30,000
301570	Renewal of walking tracks for Lane Cove River Catchment	1	\$40,000
301571	Renewal of walking tracks for Middle Harbour Catchment	1	\$152,000
301799	CBD greening	1	\$80,000
301572	Reserve linkage planting	1	\$151,943
301574	Manual cleaning of creeks	1	\$45,000
301327	Public tree inventory – data collection and inspection		\$100,000
Energy Conservation including upgrade/renewal			\$422,800
301597	Electric vehicle – vehicle to grid – research and installation	1	\$15,000
301598	Battery storage installation	1	\$110,000
301599	Upgrade to sustainable fleet and equipment	1	\$95,000
301600	Community commercial solar PV assessments program	1	\$42,000
301601	Solar PV at West Chatswood Library, Rotary Sportsfield Lane Cove North and Dougherty Centre, Chatswood	1	\$70,000
301608	Community energy assessments	1	\$60,000
301685	Willoughby Leisure Centre energy efficient operations maintenance	1	\$30,800
Environmental Education			\$373,524
301573	Live Well in Willoughby sustainability education campaign	1	\$167,915
301563	'Live Well' bushland community education project	1	\$90,040
301602	Better Business Partnership	1	\$115,569
Environmental Health			\$16,000
301604	Air quality monitoring	3	\$16,000
Lighting			\$150,000
301605	Council owned lighting upgrade	1	\$150,000
New Stormwater Assets			\$353,635
301606	Gross pollutant trap 4 year renewal program – Year 4 – design and construction – Chatswood CBD, Crick Street Chatswood and Muston Park	1	\$353,635
Water Conservation including upgrade/renewal			\$1,390,000
301684	Water harvesting upgrade – The Concourse, Artarmon Reserve and Warners Park	1	\$1,054,000
301716	Water asset maintenance	1	\$240,000
301701	Water efficiency upgrade	1	\$96,000

Resilience and Recovery			\$128,000
301815	Resilient Willoughby program	5	\$128,000
ICT PROJECTS			\$1,334,300
Software Implementation and training			\$1,206,800
301694	Council website review	5	\$24,000
301693	Corporate systems implementation	5	\$1,182,800
Hardware Implementation and training			\$127,500
301739	Wifi upgrade and network monitoring	5	\$57,500
301769	Replace fibre optical cable between Victor Street and Youth Centre	5	\$20,000
301697	Mobility devices for customer service requests	5	\$50,000
KERB & GUTTER			\$295,700
Renewal of kerb and gutter			\$295,700
301773	Renew kerb and gutter on the east side of High Street – Stan to Robert Streets, Willoughby	5	\$43,725
301774	Renew kerb and gutter on the north side of Mason Lane – Namoi to Woonona Road, Northbridge	5	\$15,000
301775	Renew kerb and gutter on the north side of Daisy Street – Anderson to Archer Street, Chatswood	5	\$71,610
301776	Design kerb and gutter on the south side of Butchers Lane, Artarmon – Reserve Road to end	5	\$5,000
301777	Renew kerb and gutter on the north side of Rosebridge Avenue, Castle Cove – from numbers 9 to 11 to 21B	5	\$46,035
301778	Renew kerb and gutter on the south side of Rosebridge Avenue, Castle Cove – from numbers 18 and 20 to 32	5	\$44,330
301779	Footpath, kerb and gutter and street furniture inspections	5	\$70,000
KNOWLEDGE & COMMUNITY LEARNING			\$496,050
Resource Collections			\$496,050
301593	Resource collections – central library	2	\$408,000
301594	Resource collections – branches	2	\$62,000
301648	Library services – furniture and fittings	2	\$26,050
MARKETING & EVENTS			\$1,282,800
Events produced by Council			\$954,400
301575	Chatswood CBD special event – Vivid Sydney	4	\$581,700
301577	Chatswood Lunar New Year Festival	2	\$150,000
301578	Carols	3	\$30,000

301580	Willoughby Street Fair (Chatswood)	3	\$145,000
301582	CBD Christmas Tree	3	\$28,100
301586	Australia Day	2	\$19,600
Events produced, presented or promoted in partnership with Council			\$123,400
301579	Emerge Festival	4	\$82,800
301581	Chinese New Year	2	\$19,700
301584	Family Festival	4	\$10,900
301587	National Pet Day	3	\$10,000
Strategy Development			\$45,000
301768	<i>Our Future Willoughby 2031</i>	5	\$45,000
Major Traffic Control			\$160,000
301792	Vivid Sydney Festival – event traffic and transport, Chatswood CBD	2	\$160,000
OPEN SPACE SPORT			\$2,040,000
Open Space			\$90,000
301257	Renew retractable oval perimeter fence at Chatswood Oval	3	\$75,000
300969	Upgrade remote lighting and irrigation control units at sportsgrounds	3	\$15,000
Courts			\$120,000
300482	Renew sports court surface and lights, cricket nets feasibility at Beauchamp Park	3	\$120,000
Cricket Pitches			\$115,000
301139	Renew cricket nets at Artarmon Oval	3	\$100,000
301743	Install synthetic cricket wickets at two ovals	3	\$15,000
Irrigation & Drainage Systems			\$1,685,000
300460	Upgrade of drainage, irrigation and oval surface at Bales Park Oval 1	3	\$700,000
301253	Renew irrigation tanks and pumps at Bicentennial and Beauchamp Oval	3	\$220,000
301745	Renew drainage, irrigation and tank at Willoughby Oval #1	3	\$750,000
300955	Renew sportsground drainage system, surface and pumps at Castle Cove Oval	3	\$15,000
Sports Lighting			\$30,000
300947	Renew lights and inspect oval lights at various locations	3	\$30,000
PUBLIC DOMAIN			\$2,573,500
Footpath Renewal			\$2,573,500
301651	Hampden Road Artarmon, streetscape stage 2 – construction	5	\$1,073,000

301809	CBD laneways activation Spring Place, Chatswood – design and construction	4	\$100,000
301810	CBD laneways activation Mills Lane, Chatswood – design and construction	4	\$40,000
301811	CBD laneways activation Post Office Lane, Chatswood – design and construction	4	\$50,000
301812	CBD laneways activation Charlotte and Anderson Streets, Chatswood – design and construction	4	\$50,000
301652	Sailors Bay, Strathallen and Eastern Valley Way, Northbridge – Construction	5	\$1,079,000
301691	Public domain technical manual development 2020/2021	3	\$100,000
301653	Grevillea design – Fullers Road	5	\$31,500
301687	Sustainable porous pavement at various locations	3	\$50,000
RECREATION PARKS & PLAYGROUNDS			\$2,148,100
All Carpark Works			\$200,000
301730	Upgrade/New driveway, lighting, ball fence and raingarden at Artarmon Reserve – Masterplan actions – construction	3	\$200,000
Parks for Passive Recreation			\$1,948,100
300095	Works for playgrounds at various sites recommended in inspection reports	3	\$30,000
300399	Renew Denawen Playground, Denawen Avenue, Castle Cove	3	\$155,000
300634	New lighting at Naremburn Park	3	\$15,000
300637	New furniture at Castle Cove Park	3	\$40,000
300638	New carpark lighting at Northbridge Park	3	\$45,000
300647	New plants and seating walls at Naremburn Park	3	\$100
300943	Upgrade Naremburn Park Playground, Station Street, Naremburn	3	\$625,000
300960	Renew fence and entrances at Castle Cove Park	3	\$80,000
301047	Upgrades at Chatswood Park	3	\$350,000
301259	Park name and regulatory signs at various sites	3	\$80,000
301261	Upgrades and new open space assets to improve inclusiveness	3	\$40,000
301595	Kids climbing wall, Artarmon Parklands	3	\$95,000
301676	Renew footpaths at three parks	3	\$50,000
301677	Renew bollards at Artarmon Park	3	\$40,000
301678	Renew furniture at Lowanna Park	3	\$15,000
301679	New garden beds and turf in four parks	3	\$100,000
301680	New flying fox and exercise station at Willoughby Park	3	\$150,000
301681	Renew playground at Willoughby Park area 2	3	\$38,000

RETAINING WALLS		\$165,000	
Retaining walls in road reserves only		\$165,000	
301673	Grafton Avenue, Naremburn retaining wall	5	\$20,000
301674	Retaining wall inspections	5	\$80,000
301675	Design and investigate retaining walls	3	\$65,000
ROAD PAVEMENTS		\$3,045,508	
Deep Mill/Resheet >\$15K		\$3,045,508	
301611	Renew road pavement, Hollywood Crescent (30–32 Laurel Street, Willoughby)	2	\$56,000
301612	Renew road pavement, east Armstrong Street, Willoughby	2	\$22,000
301613	Renew road pavement, north Christie Street, St Leonards (Chandos to Evans Lane)	2	\$50,000
301614	Renew road pavement, Acacia Lane, Roseville (Boyd Willis Lane to William Street)	2	\$44,000
301615	Renew road pavement, Dalleys Road, Naremburn (44–46 to Hutton Lane)	2	\$84,000
301616	Renew road pavement, Boundary Street, Roseville (Kendall Road to Warrane Road)	2	\$51,000
301617	Renew road pavement, Smith Street, Chatswood (Lower Gibbes Street to Eastern Valley Way)	2	\$55,000
301618	Renew road pavement, Johnson Street, Chatswood (Neridah Street to Hercules Street)	2	\$80,000
301619	Renew road pavement, Harwood Avenue, Chatswood (High Street to end)	2	\$80,000
301621	Renew road pavement, Gibbes Street, Chatswood (29–25 to north end)	2	\$52,000
301622	Renew road pavement, Eddy Road, Chatswood (Goodchap Road to Lone Pine Avenue)	2	\$50,000
301624	Renew road pavement, Daisy Street, Chatswood (Archer Street to Anderson Street)	2	\$60,000
301625	Renew road pavement, Anglo Street, Chatswood (6–8 to Fullers Road)	2	\$50,000
301626	Renew road pavement, Hotham Parade, Artarmon (Clarendon Street to Hampden Road)	2	\$67,000
301627	Renew road pavement, Herbert Street, Artarmon (Cleg Street to Frederick Street)	2	\$103,000
301628	Renew road pavement, Garage Lane, Artarmon (Hampden Lane to Hampden Road)	2	\$25,000
301630	Renew road pavement, Gibson Avenue, Roseville (Waratah Street to Ashley Street)	2	\$37,000
301631	Renew road pavement, Fullers Road, Chatswood (188–190 to Culgoa Street)	2	\$75,000
301632	Renew road pavement, Deepwater Road, Castle Cove (111–113 to Castle Cove Drive)	2	\$80,000
301633	Renew road pavement, Holly Street, Castle Cove (Kendall Road to local boundary)	2	\$92,000



301634	Renew road pavement, Alexander Avenue, Willoughby (High Street to Warrane Road)	2	\$389,000
301635	RMS block grant	2	\$121,000
301636	RMS block grant supplementary	2	\$41,000
301637	Bus route subsidy	2	\$33,603
301638	Road patching under \$15,000	2	\$510,000
301639	Kerb and gutter repair	2	\$13,905
301640	Project management and software licencing	2	\$27,000
301654	Renew road pavement, Mowbray Road West, Lane Cove North (Epping Road to Hinkler Crescent)	2	\$375,000
301655	Renew road pavement, Mowbray Road West, Chatswood (Elizabeth Street and Pacific Highway)	2	\$170,000
301766	Renew road pavement, Linden Way, Castlecrag (Edinburgh Road – The High Tor)	2	\$80,000
301767	Renew road pavement, Harris Street, Willoughby, between Willoughby Road and end	2	\$72,000
STORMWATER & DRAINAGE			\$2,260,160
Upgrade Stormwater Assets			\$183,250
301439	Stormwater capacity upgrade stage 1 – CCTV investigation	5	\$30,000
301705	Stormwater upgrade at Hotham Parade, Artarmon	5	\$58,285
301760	New stormwater system for Zara Road, Willoughby	5	\$57,465
301765	Stormwater upgrade, Mooney Street, Lane Cove North outlet works	5	\$37,500
Renewal of Stormwater Assets			\$1,210,942
300144	Council stormwater pit upgrades	5	\$98,000
300615	Stormwater pipe relining at Anglo Street, Chatswood	5	\$99,700
301158	Stormwater pipe reconstruction and relining at Fullers Road, Chatswood	5	\$30,000
301706	Stormwater renewal at Macquarie to Chatswood Avenue, Chatswood	5	\$370,000
301709	Stormwater renewal at Beauchamp Park	5	\$226,000
301752	Stormwater pipe renewal at Beresford Avenue, Willoughby	5	\$20,000
301753	Stormwater pipe renewal at Market Street, Naremburn	5	\$19,000
301754	Stormwater pipe renewal at Park Road, Naremburn	5	\$28,000
301755	Displaced pipeline repairs	5	\$65,000
301757	Stormwater pipe replacement at Rutland Avenue to Sunnyside Crescent, Castlecrag	5	\$75,000
301758	Stormwater renewal at Ruth Street, Naremburn	5	\$51,000
301761	Stormwater renewal at Stanley Street, Chatswood	5	\$129,242

New Stormwater Assets			\$680,968
301169	New stormwater line at McMahon Street, North Willoughby	5	\$190,500
301702	Stormwater inlet treatment	5	\$40,000
301703	New stormwater system at Alexander Avenue, Willoughby	5	\$98,000
301704	Stormwater upgrade at Albert Avenue to Bertram Street, Chatswood	5	\$40,000
300903	Stormwater cleaning program	5	\$82,400
301426	Stormwater pipe patch program	5	\$50,000
301708	Stormwater design and investigation for Mabel, Penshurst and High Streets, Willoughby	3	\$47,068
301740	Software and monitoring fees	3	\$26,000
301756	Eddy Road stormwater design	3	\$10,000
301759	Stormwater design and investigation for Frenchs Road to Willoughby Road	3	\$50,000
301762	Stormwater design and investigation at Elizabeth Street and Muttamutta Road	3	\$10,000
301782	Stormwater upgrade, Narooma to Kameruka Road, Northbridge	3	\$25,000
301764	Stormwater design and investigation, Sugarloaf Crescent	3	\$12,000
Flood Studies			\$185,000
301763	Stormwater investigation, Scotts Creek flood study and plan	3	\$180,000
301707	Flood risk reduction investigation	3	\$5,000
TRAFFIC MANAGEMENT			\$1,076,000
Major Traffic Control			\$791,500
301665	Traffic control signals improvements, Anderson Street and Victoria Avenue, Chatswood	3	\$165,000
301667	Local area traffic management detailed design and implementation for Hampden Road, Artarmon	2	\$162,000
301669	Pedestrian refuge detailed design for Hercules Street and Victoria Avenue, Chatswood	3	\$26,250
301670	Install single lane slow points at two locations on Alleyne Street, Chatswood	3	\$40,000
301690	Traffic, active transport and public transport management – Chatswood CBD – planning study 2020/2021	2	\$70,000
301714	Wombat crossing at High Street and Bedford Street, North Willoughby	3	\$143,750
301715	Disabled parking spaces on Spring Street, Chatswood	3	\$34,500
301784	Chatswood CBD parking guidance construction	2	\$150,000
Minor Traffic Control			\$284,500
301498	Parking and traffic education	2	\$5,000
301500	Electric vehicle charging bay	1	\$15,000

301501	Mobility as a Service app trial	3	\$1,000
301502	Road safety education programs	3	\$5,000
301503	Parking management policy	2	\$1,000
301504	Accessibility and movement study	2	\$1,000
301505	Road safety action plan study	3	\$10,000
301533	St Leonards and Northbridge, Chatswood, Artarmon – traffic calming – study	2	\$50,000
301541	Transport monitoring application of drone technology study	5	\$5,000
301543	Transport information wifi kiosks study for Chatswood CBD and local centres	5	\$5,000
301548	Use of electric vehicle charging and solar power study	1	\$5,000
301551	Bus priority study for Mowbray Road, Chatswood to Willoughby	2	\$10,000
301657	Detailed design for Brand Street, Elizabeth Street and Artarmon Road, Artarmon	3	\$52,500
301659	Road safety audit Alpha Road and Flat Rock Drive	3	\$10,500
301661	Traffic control signals feasibility study and concept design, Herbert Street and Ella Street, St Leonards	2	\$57,500
301506	GIS regulation study	2	\$10,000
301507	Transport development control plan revision study	2	\$1,000
301511	Incentivise electric vehicle charging by changing parking rates study	1	\$5,000
301518	Traffic light reduction study	2	\$10,000
301519	Improve bus service study	5	\$10,000
301522	Pedestrian infrastructure program study	2	\$5,000
301527	Chatswood CBD congestion treatments design	2	\$10,000
TRANSPORT ACTIVE FOOTPATHS			\$3,069,000
Bike Paths			\$2,012,000
301137	New bike links at Artarmon Industrial Area	2	\$250,000
301348	Shared path detailed design for Pacific Highway (Chatswood to St Leonards)	2	\$1,650,000
301369	Bicycle logos and wayfinding program	2	\$22,000
301484	Rail corridor bicycle link concept design, William Street to Boundary Street, Roseville	2	\$40,000
301499	Alternate forms of transport study	1	\$5,000
301521	Installation of cycling facilities study	2	\$5,000
301525	East–west green cycling and walking connection study	2	\$5,000
301526	District/regional walking trip encouragement study	2	\$23,000
301528	Bike loading racks on buses study	2	\$5,000

301535	Footpath widening study	2	\$2,000
301540	Walking and cycling encouragement study	5	\$5,000
Footpath Upgrade			\$200,000
301649	New footpaths – footpath missing links program	2	\$200,000
General			\$655,000
301682	Bus stop design	2	\$40,000
301813	Artarmon loop and extended bus services	2	\$315,000
301668	Bus stop installation	2	\$300,000
Minor Traffic Control			\$202,000
301710	Pedestrian refuge for Devonshire Street, Chatswood	3	\$40,000
301711	Pedestrian safety improvements – detailed design, Sailors Bay Road and Woonona Road, Northbridge	3	\$22,000
301713	End of trip bicycle facilities at 75 Albert Avenue, Chatswood	2	\$30,000
301726	Pedestrian facility improvements concept design for Rohan Street and Willoughby Road, Naremburn	3	\$11,000
301749	Wombat crossing – detailed design, Merrenburn Avenue and Willoughby Road, Naremburn	3	\$22,000
301751	New pedestrian refuge – detailed design, Bligh Street and Sailors Bay Road, Northbridge	3	\$22,000
301785	Pedestrian refuge improvements – detailed design, Sailors Bay Road and Kameruka Road, Northbridge	3	\$16,500
301786	Pedestrian refuge improvements – detailed design, Kameruka Road and Sailors Bay Road, Northbridge	3	\$16,500
301789	Refuge island detailed design modifications for Sailors Bay Road, Northbridge	3	\$22,000
URBAN PLANNING			\$300,000
Data Policy Analysis Direction			\$300,000
301689	<i>Review of Local Environmental Plan and Development Control Plan 2020/2021</i>	5	\$200,000
301692	<i>Industrial Lands Strategy</i>	4	\$100,000

Corporate Performance Indicators

These corporate performance indicators for 2020/21 will ensure our services meet community needs.

The progress on these indicators is tracked throughout the year. It is reported to Council and our communities every six months.

CPI Name	Target
Operational budgets Year to date actual vs revised budget	≤±5%
Operational budgets Year to date expenditure vs budget	≤±5%
Projects and capital works Project and capital works milestones delivered on time	≥85%
Community perception Community perception score	≥70%
Customer satisfaction Overall customer satisfaction with council services	≥70%
Enterprise risk management Enterprise Risk Management open actions not overdue	≥85%
WHS Lost time injury incident rate	≤4.10
WHS Work health and safety matters addressed within 30 days	≥90%



Business Improvement Initiatives

Our business improvement program continues to improve value for our customers. The initiatives

below were developed based on surveys and feedback from our local communities.

Initiative	Strategic Alignment
Review options for source separation of organics for residents	Outcome 1
Review communications databases across council	Outcome 2
Review the two-staged community consultation for parks and playgrounds improvements	Outcome 3
Establish a process that captures completed work to update the asset inventory	Outcome 3
Continue with data capture for the long-term building asset maintenance planning	Outcome 3
End to end review of development application fee processes	Outcome 4
Automate Children's Services administration process	Outcome 2
Review rostering process for Library Services	Outcome 2
Review and improvements to work allocation, reporting and productivity information/processes	Outcome 5
Improvements to development and traffic permits processes	Outcome 2
Establish a robotics centre of excellence using learning from robotics process automation trial	Outcome 5
Key corporate processes that touch multiple business units fully documented	Outcome 5
Develop a framework and procedures to decentralise website content management	Outcome 5
Define business process for the human resource planning modules of the corporate system	Outcome 5
Comprehensive review of customer service request codes, categories and processes	Outcome 5
Develop a project management/delivery toolkit	Outcome 5
Review and improve coordination of civil infrastructure and design works	Outcome 4
Map and define communication and consultation processes for traffic and transport initiatives	Outcome 2
Review planning notification procedures	Outcome 3
Map and formalise emergency communication process and procedure	Outcome 5
Investigate business requirements for new assets system and update documentation and processes	Outcome 5
Develop Service Review toolkit	Outcome 5



Budget Summary and Revenue Policy

Key Financial Information	2020/21 Draft Budget \$M	2019/20 Adopted Budget \$M
Operating Income	110.4	115.5
Operating Expenditure	113.4	109.5
Net Operating Result (before Capital Grants and Contributions)	(3.0)	6.0
Capital Grants and Contributions	3.5	3.5
Operating Result	0.5	9.5

The 2020/21 operating budget finds Willoughby City Council budgeting for a \$3.0M deficit before capital grants and contributions. This is wholly due to the significant revenue losses arising from the COVID-19 pandemic.

The budget moves to a minor surplus of \$0.5M when capital revenue is accounted for.

Impact of COVID-19 on 2020-21 Revenue and Council's response

On 11 March 2020 the World Health Organisation officially declared the Novel Coronavirus (COVID-19) a pandemic. In response, the Federal and State Governments issued a series of Public Health Orders restricting gatherings, activities and enforcing social distancing. The NSW Government Public Health Orders have had a major impact on the facilities

and services that Council delivers to the public. The closure of Council services and facilities and the hardship endured by tenants of councils properties and facilities has led to significant revenue losses that have put pressure on Council's financial position. The forecast loss of revenue throughout the 2020-21 financial year is \$7.0m as detailed following.

FORECAST REVENUE LOSSES

Business Area	2020-21 Budget Covid Impact
Children's Services	-488,810
Community Learning Program	-13,200
Dougherty Community Centre	-93,840
Willoughby Park Centre	-57,993
Zenith Centre	-156,754
Other Community Services	-42,810
Other Community Centres/Venues	-53,443
Libraries	-26,172
Willoughby Leisure Centre	-868,856
Other Cultural Services	-48,132
Other Leisure Facilities/Venues	-143,207
Open Space	-290,408
Media Marketing and Events	-144,999
Total Community Culture and Leisure Directorate	-2,428,624
Admin & Information Services	-35,000
Strategic Planning	-151,188
Development Planning	-405,448
Certification	-35,150
e. Engineering Services Development	-125,700
Compliance (Fines and Inspection Fees)	-974,262
Total Planning and Infrastructure Directorate	-1,726,748
Parking Meter Fees	-2,226,400
Property Leasing Income (Rent Relief)	-656,104
Total Customer and Corporate Directorate	-2,882,504
Total Revenue Impact Willoughby City Council	-7,037,876

In response, Council has focused on reducing variable costs associated with the closed services. This resulted in variable cost savings of over \$3.0m.

Despite the significant revenue losses and current deficit forecast, Council will work to identify opportunities to optimise revenue and reduce costs in order to move to a surplus position.



Financial Performance for the year ended 30 June 2021 (Profit and Loss and Funding Statement)

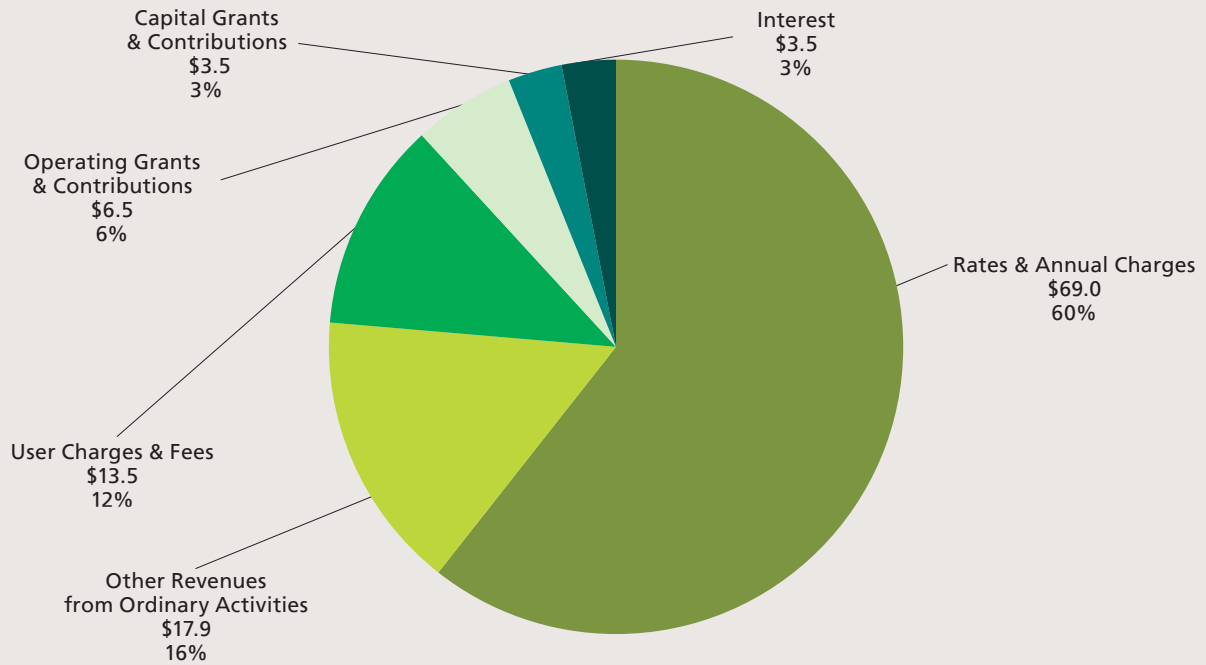
Review of the detailed budget operating statement indicates that revenue is derived from a number of sources and that Council is self-sufficient with a high

level of own source operating revenue from rates and charges, fees, interest and other sources.

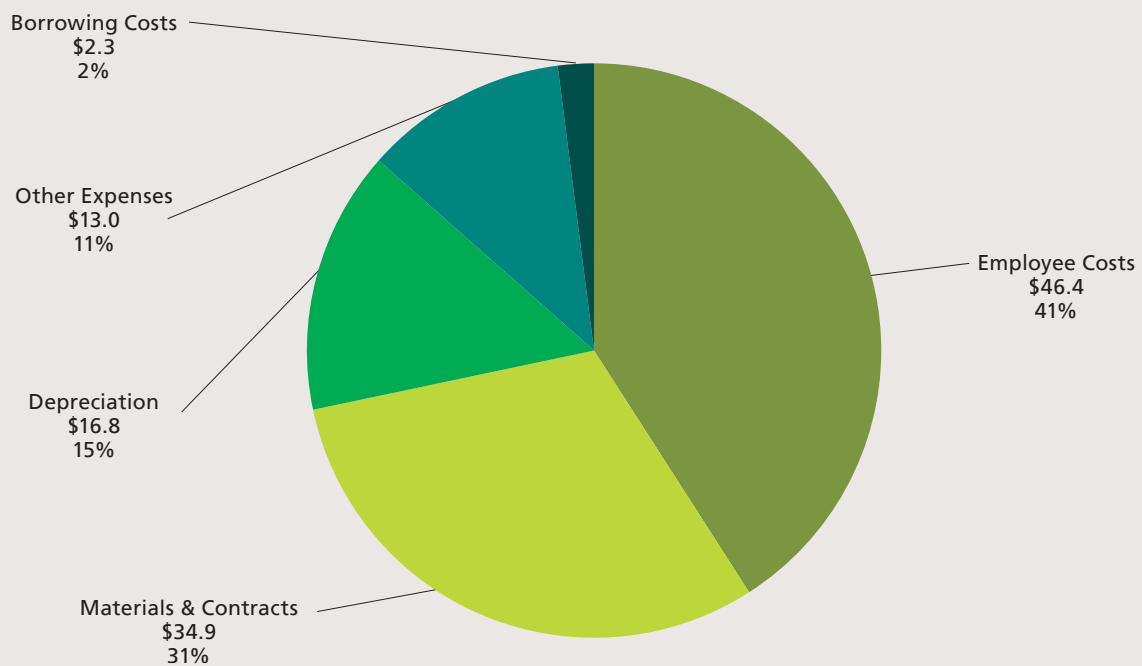
WILLOUGHBY CITY COUNCIL PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2021

REVENUE FROM ORDINARY ACTIVITIES	Budget 2020/21 \$M
Rates & Annual Charges	69.0
User Charges & Fees	13.5
Interest	3.5
Other Revenues from Ordinary Activities	17.9
Operating Grants & Contributions	6.5
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	110.4
EXPENSES FROM ORDINARY ACTIVITIES	
Employee Costs	46.4
Borrowing Costs	2.3
Materials & Contracts	34.9
Depreciation	16.8
Other Expenses	13.0
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	113.4
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(3.0)
Capital Grants & Contributions	3.5
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	0.5

BUDGET INCOME 2020/21 \$M



BUDGET OPERATING EXPENSES 2020/21 \$M

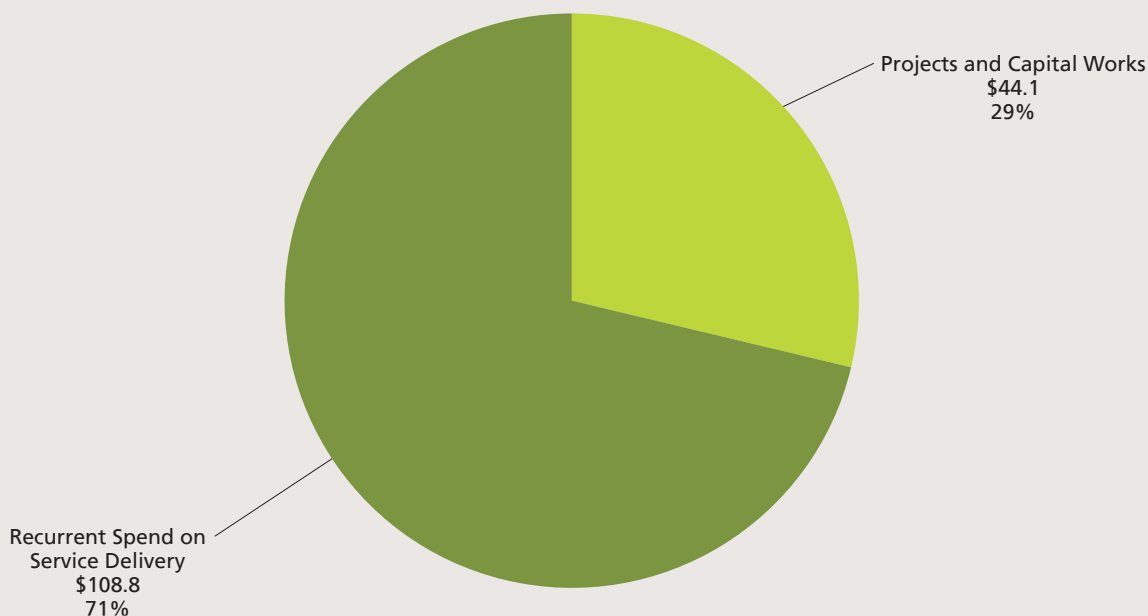


Breakdown of 2020/21 Budget Expenditure	Projects and Capital Works	Recurrent Spend on Service Delivery	2020/21 Draft Budget TOTAL \$M
Operational Expenditure	6.4	107.0	113.4
Capital Expenditure	37.7	1.8	39.5
Total Expenditure	44.1	108.8	152.9

As well as the \$113.4m of operational expenses, Willoughby City Council will spend \$39.5m of capital (asset) spend. This will renew and upgrade existing assets and provide new assets for the community.

Of the combined total spend of \$152.9m, \$44.1m will be spent on projects and capital works. The above includes \$6.4m to fund the infrastructure levy program. \$3.1m of this comes from the additional rates income with the remaining \$3.3m from the general fund.

BREAKDOWN OF 2020/21 BUDGET EXPENDITURE \$M



CASH-FLOW AND FUNDING STATEMENT

The budget is a fully funded and balanced with a small general fund funding surplus of \$147,500. We have managed to balance our cash inflows and outflows

despite the challenges of COVID-19. This means we can fund our projects and capital works and continue high levels of ongoing services to the community without impacting our ability to pay our bills into the future.



BUDGET SUMMARY BY FUNDING AND EXPENDITURE

SUMMARY OF FUNDING	2020/21 \$M	2019/20 \$M
Rates	43.7	42.5
User charges and fees	13.5	17.2
Other	17.8	20.6
Domestic waste management	15.8	16.0
Transfer from reserves	33.3	23.7
Grants and contributions	6.7	6.4
Internal recharge income	6.1	8.3
Environmental levy and stormwater charge	6.5	6.3
Infrastructure levy	3.1	3.1
Developer contributions	3.2	3.1
Interest	3.5	3.6
Non cash items (internal)	1.1	1.4
Disposal of assets	0.4	0.4
TOTAL	154.7	152.6
SUMMARY OF EXPENDITURE		
Employee costs	43.9	43.2
Capital assets	35.0	28.5
Materials and contracts	20.0	19.4
Domestic waste management	14.6	14.8
Others	13.4	14.4
Transfer to reserves	8.4	12.7
Internal recharges	5.6	7.8
Environmental levy	8.6	6.6
Borrowing costs	2.3	2.3
Loan redemption	1.4	1.8
Employee costs – capital	1.1	0.5
Contributions and donations	0.2	0.3
TOTAL	154.5	152.3
SURPLUS (DEFICIT)	0.2	0.3

EXPENDITURE ON OUTCOMES

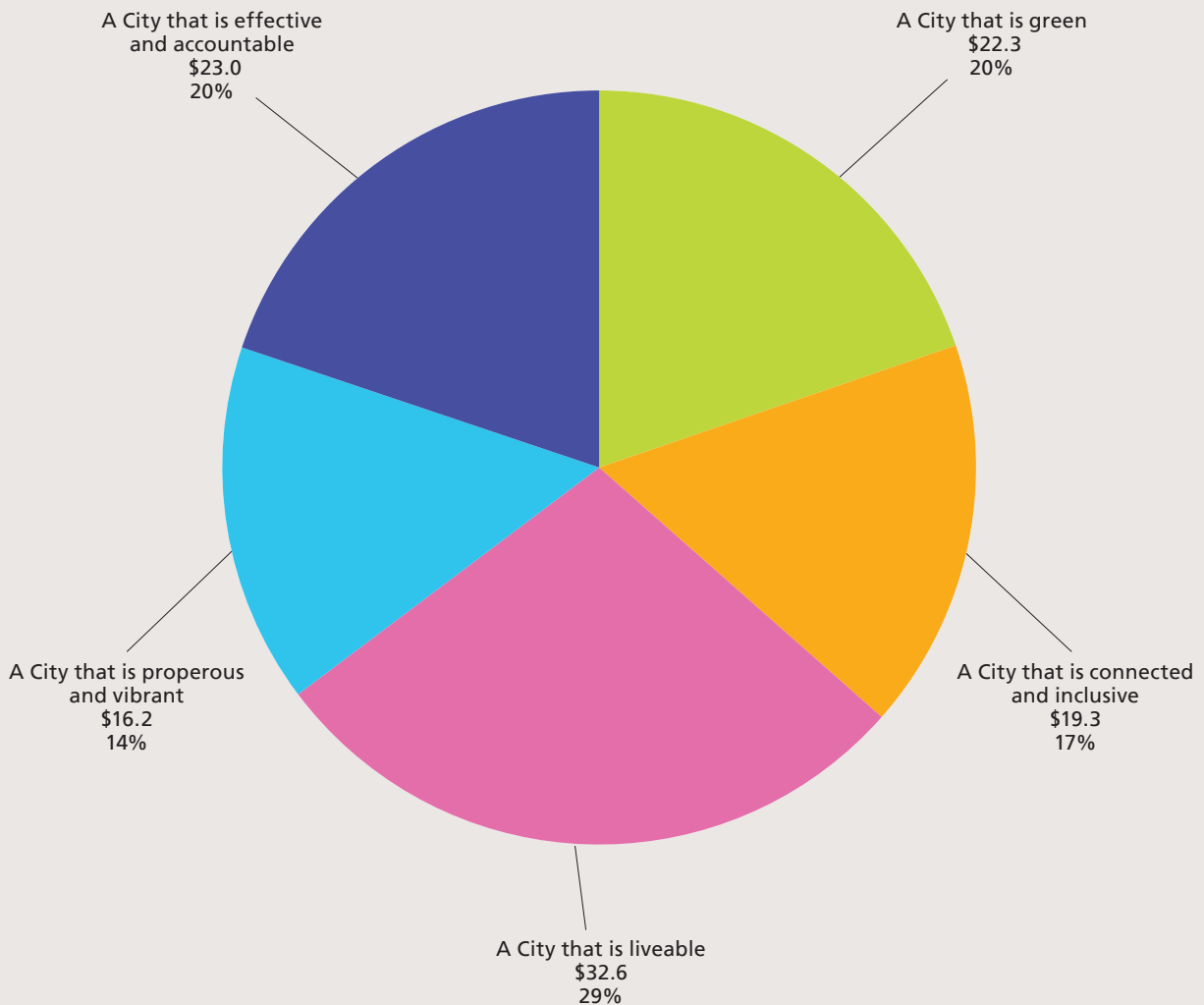
We provide a wide range of services and infrastructure that reflect community needs. Decisions on where we spend our budget are guided by community feedback. This is used to develop our strategic plans.

The projected 2020/21 spend of \$113.4m covers expenditure on the five outcomes in the community strategic plan, *Our Future Willoughby 2028*.

These outcomes are:

- A City that is green
- A City that is connected and inclusive
- A City that is liveable
- A City that is prosperous and vibrant
- A City that is effective and accountable

2020/21 OPERATING EXPENDITURE BY OUTCOME \$M



Revenue Policy 2020/21

1. Rating Structure

Total revenue raised from the levying of land rates continues to be capped by the state government with the Independent Pricing and Regulatory Tribunal (IPART).

The rates information below is based on IPART's rate peg limit of 2.6% with our budget based on the take up of the full increase.

We have adopted the following rating categories in 2020/21 (including the following rates in the dollar, minimum rates and their associated yields):

ORDINARY RATES	2020/21 RATE
Residential	
Ad Valorem*	.00085185
Minimum	\$878.80
Yield	\$31.11m
Business	
Ad Valorem*	.00462275
Minimum	\$1,225.05
Yield	\$12.52m
CTC (Chatswood Town Centre)	
Ad Valorem*	.00672827
Minimum	\$1,334.85
Yield	\$7.22m
CTC (Chatswood Major Retail Centre – Chatswood Chase)	
Ad Valorem*	.0161685
Minimum	\$1,118.70
Yield	\$0.092m
CTC (Chatswood Major Retail Centre – Westfield)	
Ad Valorem*	.0150422
Minimum	\$1,118.70
Yield	\$1.18m
Strata Storage Facility	
Ad Valorem*	.0067015
Minimum	\$848.50
Yield	\$0.09M
Total Yield Rates	\$53.04m

*All Ad Valorem amounts are expressed as cents per \$ land value.

The levy for Chatswood Major Retail – Chatswood Chase and Chatswood Major Retail – Westfield remains at the same percentage of the rate levy compared to other categories as in previous years. The percentage of the levy will change with the addition or cancellation of properties from the category. It will not be affected by valuation changes.

(All rating classes include the e.restore levy funding)

Rates are calculated on the base date 1 July 2019 valuation.

HARDSHIP POLICY

We updated our hardship policy in November 2013. Full details are at willoughby.nsw.gov.au.

The policy includes a statement on our commitment to prevent financial hardship to ratepayers in the payment of annual rates and charges. This policy has proven its effectiveness throughout the COVID-19 crisis with a number of ratepayers being granted rate deferrals as a result of hardship caused by the pandemic.

We have the ability to extend a pension concession to an individual eligible pensioner to avoid hardship, if we are satisfied that the person has paid or is likely to pay the whole of a rate or charge. Applications must be made using the hardship rate relief form available at willoughby.nsw.gov.au.

2. e.restore Environmental Restoration Program

A sustainability levy replaced the existing environmental levy to fund a third round of the e.restore program known as 'e.restore 3' in July 2008. The sustainability levy is subject to open reporting to ensure accountability to our community and that it is only spent on sustainability projects. In line with the rate peg increase of 2.6%, an amount of \$5.8m will be raised from the rate levy in 2020/21.

Our *Green City Plan 2028* outlines projects by e.restore 3. It builds on previous rounds of environmental levy programs by ensuring the continuation of the vital bushland and catchment management initiatives that protect and restore our local environment. It also has a focus on mitigating and adapting to climate change. The plan sets key performance indicators so we can measure our performance and report on these each year.

The plan details our specific actions that support the community strategic plan with a focus on ecological sustainability. It demonstrates our commitment to ecological sustainability.

3. Stormwater Management Service Charge

We are continuing detailed investigation and assessment programs of our drainage assets.

Many drainage assets are approaching a critical phase in their lifespan and will require a significant program of renewal, repair and upgrade. Maintenance will be needed to optimise their service life. Other capital works such as capacity upgrades in the Chatswood CBD to resolve flooding of properties have been completed. Stormwater harvesting has been identified for inclusion in a long-term drainage program.

The program in 2020/21 based on a 20-year plan, incorporates further investigation of pipeline condition, cleaning and blockage removal and the specification and design of repair and upgrade works.

Stormwater Management Service Charge:

\$25.00 per rateable residential property
 \$12.50 per rateable strata titled property
 \$25.00 per 350 sq. m for business related properties

Total Yield: \$697,000

We will charge fees for services in line with our schedule of fees and charges for 2020/21.

4. Domestic Waste Management Charge

We have an annual domestic waste management charge on all rateable land in the City of Willoughby

area that is categorised as residential. This recovers the cost of providing domestic waste management services for the 2020/21 rating year as outlined below. This charge remains at the same level as 2019/20.

Charge Type	Amount
Domestic Waste Management Charge	\$530
Domestic Waste Management SFR & Pensioner Charge	\$400
Total Yield	\$16.1M

We reduce waste going to landfill by promoting the waste hierarchy (avoid, reduce, reuse, recycle) and ensuring waste is disposed of in a sustainable manner.

The domestic waste management charge covers the following services for residential dwellings:

- Weekly Waste Collection (Red bins);
- Weekly Recycling Collection (Yellow bins);
- Weekly Vegetation (Green bins) and
- 3 general clean-up collections per financial year
- A free on call clean up collection per year (this can be used either for bulk vegetation or general household goods).

We also provide an on-call clean up service for a fee of \$98 per service.

We charge a commercial trade waste collection service as below:

Charge Type	Amount
Commercial Trade Waste Charge	\$792
Total Yield	\$257,000

5. State Government Determinations

Eligible pensioners receive a statutory reduction of 50% of the combined rates and domestic waste management charge to a maximum of \$250. Pensioners and qualifying self-funded retirees also receive a \$130 reduction in the domestic waste service charge.



Under Section 566(3) of the Act, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and annual charges in a given year. The interest rate for 2020/21 has been split over two six month periods. The interest rate for 1 July to 31 December 2020 is 0% and for 1 January 2021 to 30 June 2021 is 7%. Council will take up the maximum rate.

6. Pricing Policy/Fees & Charges

All fees and charges quoted are GST inclusive. We apply GST to our fees and charges in line with the relevant legislation. The schedule of fees and charges in this document has been prepared using the best available information on the GST impact on the fees and charges at the time of publication. The fees and charges have as a minimum been increased by 2.25% where appropriate.

Willoughby City Council is committed to raising revenue in a fair and equitable manner to enable it to meet the community's needs. In determining how its fees and charges have been set, we have considered the full costs of providing the particular goods and services.

Our fee structure uses the pricing principles below.

User Pays Principle	Full Cost recovery
Subsidised Pricing	Partial Cost recovery
Market Pricing	Charged where the market has a preparedness to pay
Legislative Pricing	Standard Fee imposed by legislation

Our fee structure also recognises our community service obligations to provide particular goods and services. These are reflected in the fees charged for those particular goods and services.

7. Work on Private Lands

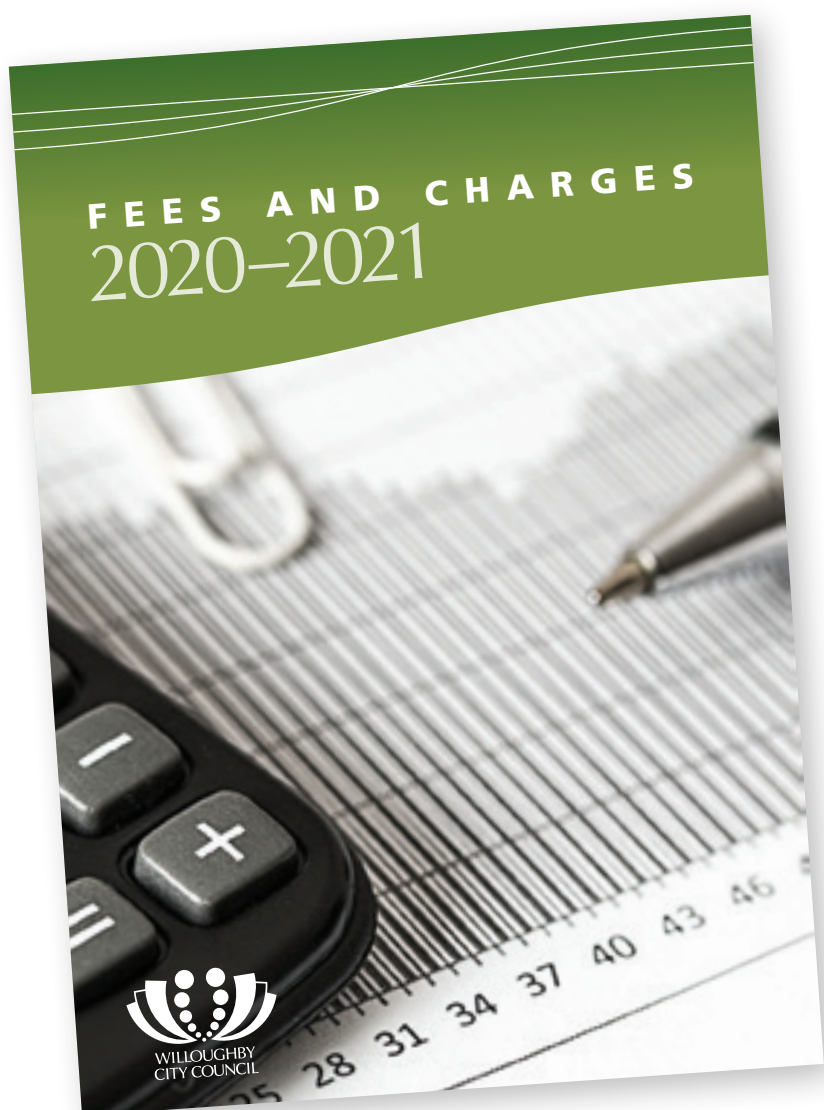
If we carry out work on private land, we charge the actual prime costs plus a standard on costs. This provides a full cost recovery plus a return for Willoughby City Council.

8. Loan Borrowing 2020/21

We do not propose any new borrowing in 2020/21.

Fees and Charges

See the separate Schedule of Fees and Charges 2020/21 document.







WILLOUGHBY
CITY COUNCIL

Published July 2020

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To find out how you can participate in the decision-making process for Willoughby City's current and future initiatives, visit www.haveyoursaywilloughby.com.au

