

ANNUAL REPORT 2022–2023



WILLOUGHBY
CITY COUNCIL

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City of Diversity

Acknowledgement of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.

Contents

INTRODUCTION

Acknowledgement of Country	ii
Our vision	2
About this report	3
How we plan and report	3
Our integrated planning and reporting framework ...	4

YEAR IN REVIEW

Our key achievements	7
Message from the Mayor	9
Message from the CEO	10
Willoughby City in profile	12
Our context	13
Financial report	14
Major projects	17

OUR PERFORMANCE

Our progress against the Operational Plan 2022/23 ..	20
Outcome 1: A City that is green	21
Outcome 2: A City that is connected and inclusive ...	28
Outcome 3: A City that is liveable	36
Outcome 4: A City that is prosperous and vibrant	40
Outcome 5: A City that is effective and accountable ..	45

CORPORATE GOVERNANCE

Our Councillors	50
Decision making	51
Our Staff	52
Corporate governance	55

STATUTORY INFORMATION

.....	59
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APPENDIX

1. Annual Financial Statements 2022/23	79
2. Contribution plan reporting	79



INTRODUCTION

Our vision

WILLOUGHBY: CITY OF DIVERSITY

Willoughby is a City of Diversity: diverse landscapes, people and businesses.

Willoughby's diversity underpins our liveable and prosperous City.

Our people are from across the world as reflected in the diversity of their languages and beliefs. They come together from all walks of life adding vibrancy to our community and creating rich social connections.

Food and music are signatures of our hubs. You can experience fine dining and cheap eats in our laneways at all hours and hear the music of our community and the languages of people who make our City home. You can have fun at street activities and events or enjoy a comedian or symphony concert at The Concourse. Visitors respond to our offering as Willoughby's reputation as a destination grows.

We recognise the past while creating new liveable places, strong and resilient communities and homes for the future. The sites and contributions of our traditional Indigenous inhabitants are recognised and preserved along with more recent heritage such as the Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern office and apartment towers to medium density apartments and houses that span a variety of eras and designs.

Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more. Our environment is important to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

It is easy to get around our City. Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices and reduced emissions. The connections between the CBD and our villages are strong, creating liveable spaces which support our needs and serve as meeting places. Digital connections and infrastructure support a smart city that provides real-time information to people seeking to navigate our City and access its services.

Our vibrant economy continues to grow and diversify. The success of global corporations and significant retailers based in our CBD, and of the local businesses that support our villages and neighbourhoods, serves to attract new industries, employers and talent to our City. Many choose to live and work here, able to meet all their needs within a short walk.

Our community has far-sighted leaders. They anticipate and meet community and environmental needs. They facilitate strong and resilient communities and natural systems adapted to shocks and stresses. Our leaders work collaboratively to deliver better services and infrastructure, to improve amenities and a sense of place. They actively involve citizens in decisions that affect their lives. They are recognised as ethical, fair and accountable. Our leaders ensure the City has a vibrant future and is a source of identity and pride.



About this report

Our annual report summarises the performance of Willoughby City Council for 2022/23 against the outcomes in [Our Future Willoughby 2032](#), the initiatives in our [Delivery Program 2022-2026](#) and the activities in our [Operational Plan 2022/23](#).

This report details the financial results for the past year. It provides open, accurate and transparent information for all our stakeholders, and looks to highlight our plans in the year ahead.

How we plan and report

OUR COMMUNITY STRATEGIC PLAN

[Our Future Willoughby 2032](#) is our community strategic plan. Through community engagement, this long-term 10 year plan identifies the community's needs, aspirations and priorities for the future, and informs the development of all Council plans.

In areas where we don't have control over outcomes, we work with other levels of government and key stakeholders to influence policy, planning, infrastructure and service delivery.

We prepared the Plan following engagement with our residents and other stakeholders in 2021/22, and it was adopted by Council in June 2022.

The Plan forms the basis for our Delivery Program and Operational Plan.

DELIVERY PROGRAM 2022-2026 AND OPERATIONAL PLAN 2022/23

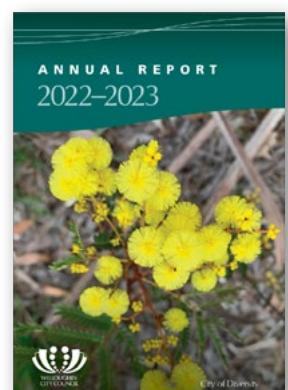
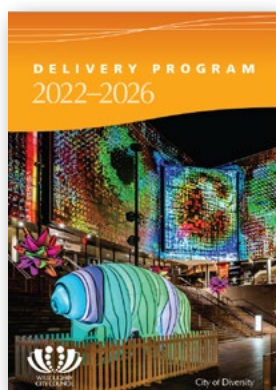
The Delivery Program outlines the services and projects we will provide in the current council term.

Our [Operational Plan 2022/23](#) supports the delivery program. It details the activities we undertook from 1 July 2022 to 30 June 2023 and their funding. It is reported on every six months and reviewed each year.

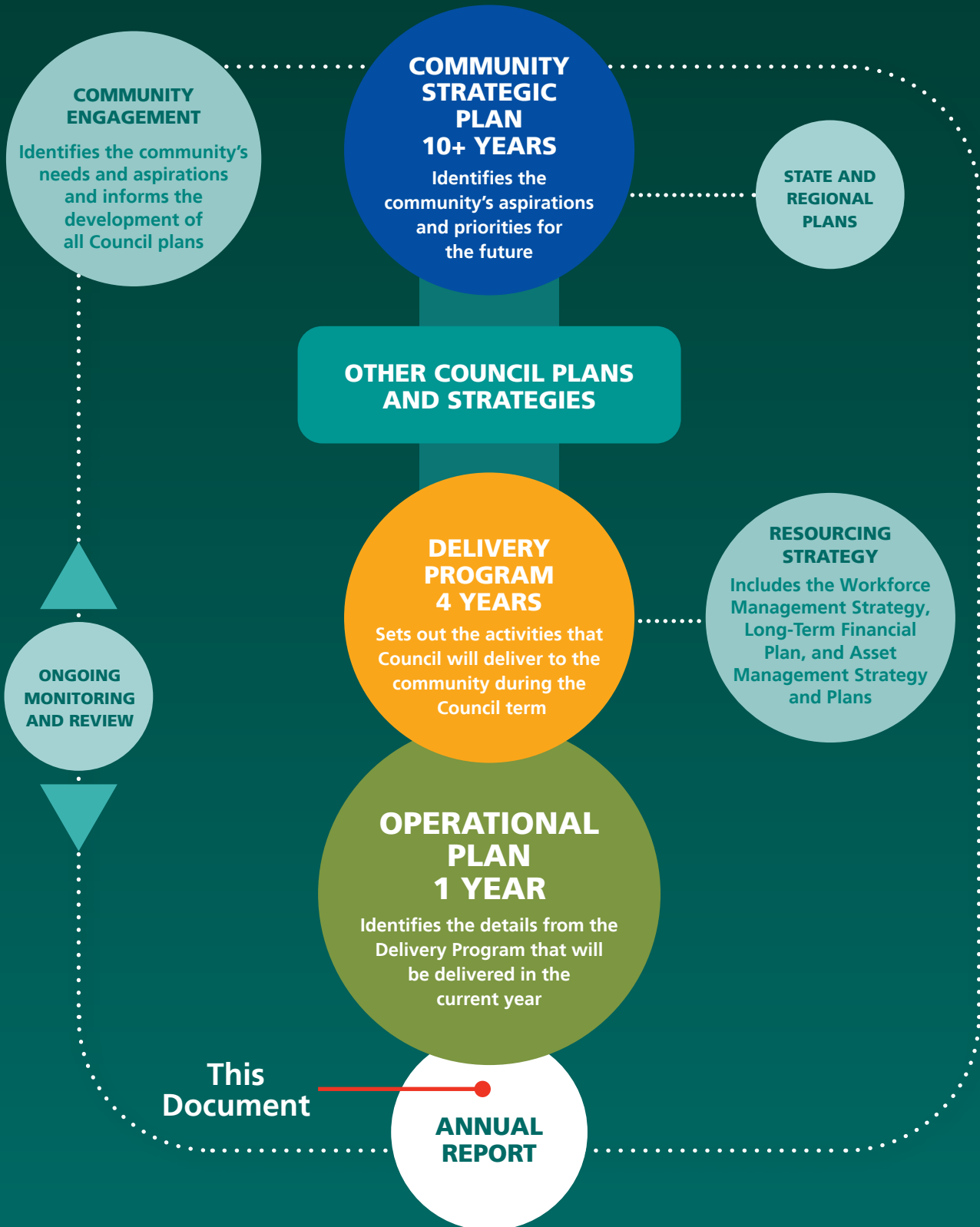
This year (2022/23) was the first full year of the [Delivery Program 2022-2026](#) due to Council elections being delayed until December 2021.

WHERE TO GET COPIES OF OUR PLANS AND REPORTS

You can find all these plans and reports at www.willoughby.nsw.gov.au. This includes our *Annual Report*, *Community Strategic Plan*, *Delivery Program* and *Operational Plan*.



INTEGRATED PLANNING AND REPORTING FRAMEWORK







YEAR IN REVIEW

Our key achievements

OUTCOME 1: A CITY THAT IS GREEN

- More than 8,000 residents attended 137 environmental and community resilience events/workshops as part of the Live Well in Willoughby Program with 97% of participants saying they will change their behaviours ([page 25](#))
- Completed the Willoughby School Active Travel pilot project and other projects as part of the *Resilient Willoughby Strategy and Action Plan* ([page 24](#))
- Improved environmental management for Middle Harbour and Lane Cove River catchment areas ([page 26](#))
- Adopted the *Urban Bushland Plan of Management 2023* and seven *Reserve Action Plans* ([page 22](#))
- Partnered with Ausgrid to continue upgrading streetlights to energy-efficient LEDs ([page 25](#))
- Conducted a food scraps waste recycling service trial with four other councils to inform our planning for separated organic waste collections ([page 24](#))

OUTCOME 2: A CITY THAT IS CONNECTED AND INCLUSIVE

- A draft *Reconciliation Action Plan* (RAP) was developed following community feedback and in collaboration with Reconciliation Australia ([page 29](#))
- The Hi Neighbours Program, promoting neighbour connections and reducing social isolation among high rise apartment residents, received an award at the NSW Local Government Excellence Awards ([page 29](#))
- Provided \$164,980 to 27 applicants through our annual *Grants for the Community Program* ([page 33](#))
- Commenced our Disability Inclusion Action Plan 2022-2026, approved by Council in August 2022 ([page 31](#))
- Opened the 3.5km shared pathway on Pacific Highway connecting Chatswood (via Frank Channon Walk) to St Leonards (Herbert Street) as part of the *Integrated Transport Strategy 2036* ([page 34](#))
- Constructed, renewed or repaired over 9,500m² of footpaths and repaired or re-sheeted 50,000m² of roads as part of our rolling asset renewal and maintenance programs ([page 34](#))
- Upgraded 40 bus stops to improve accessibility ([page 30](#))
- Upgraded The Concourse Car Park facilities with new parking management technology ([pages 34-35](#))
- Provided a diverse program of annual events, activities and exhibitions for our community including the Emerge Festival Street Fair and visual arts exhibitions ([page 32](#))
- Had the highest visitation on record to our Art Spaces ([page 32](#))
- Relocated the MOSAIC Centre to the newly-renovated Dougherty Community Centre ([page 31](#))
- The library was recognised by the NSW Public Libraries' Association, winning an Innovation in Outreach Services Award for an inter-generational digital literacy program, run in partnership with the eSafety Commissions and local school St Pius X ([page 30](#))

OUTCOME 3: A CITY THAT IS LIVEABLE

- Started the approval process for our Abbott Road Affordable Housing units ([page 38](#))
- Created a community garden at Warners Park in place of the lower bowling green ([page 39](#))
- Started the \$38.9 million upgrade to the Willoughby Leisure Centre, which will modernise the aquatic and recreation facilities and services ([page 38](#))
- Completed 16 park and playground improvement projects, including new picnic and barbecue areas, pathway lighting, playground renewals, and oval drainage and surface upgrades ([page 37](#))

- Completed the trial expansion of operating hours for Northbridge oval ([page 46](#)) as part of the revised *Synthetic Sportsground Management Plan 2023* ([page 55](#))
- Finalised our new *Local Environmental Plan* (LEP) and *Development Control Plan* (DCP) to increase affordable housing, focus density at transport hubs around centres and incorporate environmental considerations ([page 37](#))
- Invested \$18.4 million on capital works ([page 38](#))

OUTCOME 4: A CITY THAT IS PROSPEROUS AND VIBRANT

- Commenced the Hampden Road, Artarmon streetscape transformation to improve amenity, pedestrian safety and business vibrancy ([page 42](#))
- Created a new public square at Bellambi Street for community events, outdoor dining and additional green space ([page 42](#))
- Upgraded Chatswood laneways, including Post Office Lane, Charlotte Lane and Spring Place, as part of the *Economic Development Strategy* and the *Night-time Economy Strategy* ([page 41](#))
- Delivered collaborative community workshops to finalise planning and redesign of Naremburn's local business centre to improve access for pedestrians and cyclists ([page 42](#))
- 2023 Chatswood Year of the Rabbit Festival injected an additional \$10.2 million into the CBD from visitors, with \$5.8 million spent on dining and entertainment ([page 42](#))
- Provided the Better Business Partnerships Program to 38 local businesses ([page 42](#))

OUTCOME 5: A CITY THAT IS EFFECTIVE AND ACCOUNTABLE

- Achieved an overall satisfaction rating of 95% from residents participating in the Community Perception Survey conducted in November 2022 ([page 46](#))
- Developed our *Customer Experience Strategy 2023-2025* and commenced implementation, including providing customer experience training to key staff ([page 46](#))
- Developed a revised *Community Engagement Strategy* and Policy as part of our *Community Engagement Framework* ([page 46](#))
- Introduced a monthly newsletter to all Have Your Say subscribers and reviewed the Have Your Say engagement portal, including redesigning the home page to make searching for current and historic engagement projects easier ([page 51](#))
- Completed service reviews of Children's Services, Food Services and the Willoughby Leisure Centre ([page 47](#))
- Engaged with over 5,800 people through online community consultations, webinars, website, social media, consultation events, workshops, presentations and Council meetings. Over 61,700 people were aware of activities on our Have Your Say website ([page 46](#))
- As part of the Council's CONNECT project, delivered system and process efficiencies to improve community access to Council services and information ([page 47](#))
- Established seven Advisory Committees to provide direct advice to Council ([page 51](#))

Details on the progress of these and other 2022/23 achievements are on pages [19-57](#)

Message from the Mayor



I am proud to present our Annual Report as we reflect upon Council's achievements and service to the community over the last financial year. Despite challenges, Council has remained steadfast in its commitment to serve our vibrant community and I was pleased to see so many programs and projects delivered in 2022/23.

Council's efforts in addressing economic shifts and financial sustainability, given the impact of rising inflation and escalating costs in delivering services to the community, did not go unnoticed by our community who gave us a 95% satisfaction rating for the 2022 Community Perception Survey – an outstanding achievement.

We continued to bring communities together and strengthen ties. Our Hi Neighbours Program, promoting connections and reducing social isolation among high rise apartment residents, received an award at the NSW Local Government Excellence Awards. Our Inspire to Lead project brought community leaders and volunteers together to be part of a Community Leadership Development Program. We developed a *draft Reconciliation Action Plan*, a document which will build our cultural awareness to engage in meaningful work and connection with Indigenous communities. We have continued to support local community groups through our annual Grants for the Community Program.

Our *Disability Inclusion Action Plan* will strengthen our practices for the inclusion of all people, regardless of their abilities. Our upgrades of bus stops to improve accessibility, and an audit of disability parking spaces throughout the local area, makes it easier for people who are mobility or vision impaired to navigate our city independently.

Our community's passion for the environment saw more than 8,000 residents attending 137 environmental and community resilience events as part of our Live Well in Willoughby Program. The Edward Street and Penshurst Street South streetscape improvement project seeks to achieve the community's vision to create a city that is green, connected, liveable and resilient and will encompass street greening and traffic calming improvements to make the corridor safer, cooler, and more inviting for pedestrians and cyclists.

The new Bellambi Street Square at Northbridge, the Naremburn Local Centre and the streetscape upgrade at Hampden Road Artarmon have been prioritised to improve safety for pedestrians, to support businesses in those precincts and to create a welcoming environment to linger and connect for both residents and visitors. These enhancements, involve some disruption during the construction phase, but will deliver significant benefits to businesses and the community in the longer term.

I would like to take this opportunity to thank the Councillors for their courage in decision making on behalf of the residents of Willoughby, and also to our CEO, Debra Just and the Executive team who have ably led our organisation so that Council could continue to deliver services with commitment, determination and passion.

As your Mayor, I remain committed to serving our community to the best of my abilities.

Tanya Taylor
Mayor
Willoughby City Council

Message from the CEO



As I reflect on the past twelve months and our achievements for the City, I am both grateful and proud to lead an exceptional team that passionately strives to bring our community's vision to life.

In this past year, we have faced many challenges beyond our control including labour shortages, inflation

and wet weather. These adversities tested our resilience and determination, but we have been unwavering in our commitment to deliver for our community and the environment.

Like all employers, we were significantly impacted by labour shortages across the board and particularly in specialist areas such as engineers, planners and environmental health officers. Staff worked hard both to perform their own duties as well as covering those of the vacant positions. To address these shortages, we hired a recruitment specialist and for the first time since 2020, the organisation has a full staff complement of planners and engineers. Our vacancy rate has fallen and we are balancing renewal with the retention of skills and knowledge.

Weather from Sydney's wettest year on record caused localised flooding, storm damage and challenged our capacity to respond to customer service requests within service levels, especially for maintenance tasks relating to trees, verges and mowing. In response, Council brought in additional staff and contractors to address urgent situations and provided information to residents on revised response times.

We have not been immune to inflationary pricing which has pushed up the cost of materials, projects and capital works and reflects disruption to supplies. Our budgets and project timing were reworked in response to our reduced purchasing power.

Council remodelled its *Long Term Financial Plan* in response to lost income (\$20.6 million during COVID), sharp increases in the cost of goods and services and repairs to storm damage. The modelling identified our declining financial sustainability and recommended that Council consider a special increase in rates. Our Councillors have deeply engaged in understanding and developing financially sustainable options and demonstrated courage to do so in the run up to an election year.

Despite these challenges, staff have continued to deliver. Among the highlights are:

- The Community Perception Survey 2022 (November) indicated a strong performance with the overall satisfaction of 95%
- New rolling programs to upgrade recreation facilities and accelerate the Urban Tree Canopy across the Local Government Area were developed
- We received a total of \$16.5 million of grant funding with a commitment of a further \$5.4 million in subsequent years
- Participated in the multi-council \$1 million EPA grant funded project where we trialled and learned from 'food only' collections from apartments
- Commenced the Hampden Road upgrade project in Artarmon
- Engaged with the community early to deliver better outcomes for projects such as Naremburn local centre upgrade, Edward Street pedestrian, cycle and traffic works and the co-design of Bellambi Street Square (the latter fully funded from a State government grant)
- We finalised our *Local Environment Plan* and *Development Control Plan*
- We commenced the significant upgrade to the Willoughby Leisure Centre pools and sports hall
- Were rated as *Proficient* in risk management in an external audit conducted by Civic Risk Mutual Insurance

My sincere thanks go to the dedicated employees of Willoughby City Council and our leadership team for successfully navigating another challenging year. Together we have delivered much that is worthy of recognition and celebration.

Debra Just
Chief Executive Officer
Willoughby City Council



WILLOUGHBY CITY AT A GLANCE

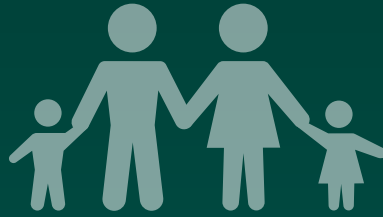
Population

75,473



Population Density
3,364 persons per sq km

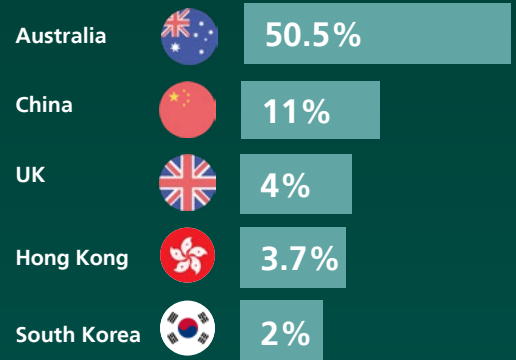
Median age: 39 years



36.9%

of the population are couples with children.

Birth places include:



41% of residents speak another language



\$12.44 billion

Gross Regional Product



Land area

22.43km²

Source: Australia Bureau of Statistics (ABS) compiled and prepared by profile.id

Willoughby City in profile



Willoughby City Council occupies 23km² on the lower north shore of Sydney, with its own CBD of Chatswood and St Leonards (in part). It is 9km from the Sydney GPO.

Our city incorporates the suburbs of Artarmon, Castle Cove, Castlecrag, Chatswood, Middle Cove, Naremburn, Northbridge and Willoughby, as well as parts of Gore Hill, Lane Cove North, St Leonards and Roseville.

Our land uses are diverse with significant commercial and industrial areas and a range of housing types within our CBD and suburbs. The Lane Cove River and the foreshore of Middle Harbour include significant areas of natural bushland and waterways.

Our context

Our Annual Report reflects a year of resilience and adaptability as we navigated through the challenges that touched every aspect of our operations.



Council has proactively addressed economic shifts and financial sustainability in our *Long-Term Financial Plan* (LTFP), given the impact of rising inflation and escalating costs in delivering services to the community.

The unexpected surges in costs, combined with ongoing COVID-19 impacts and shifting responsibilities from State and Federal Governments, have presented significant financial challenges.

Council had a \$20.6 million loss in revenue due to the pandemic's effects on user fees and charges, as well as increased costs from State policies like the Emergency Services Levy and reduced rates of \$2.9 million from the cessation of the infrastructure levy.

To fund asset upgrades and replacements, we've noted a 64% increase in depreciation and asset replacement costs, from \$12.8 million in 2017/18 to a forecast of \$20.9 million in 2022/23.

Rates, constituting 42% of our total revenue, have fallen 16.5% below the rate of inflation and resulted in a \$2.8 million shortfall in 2022/23.

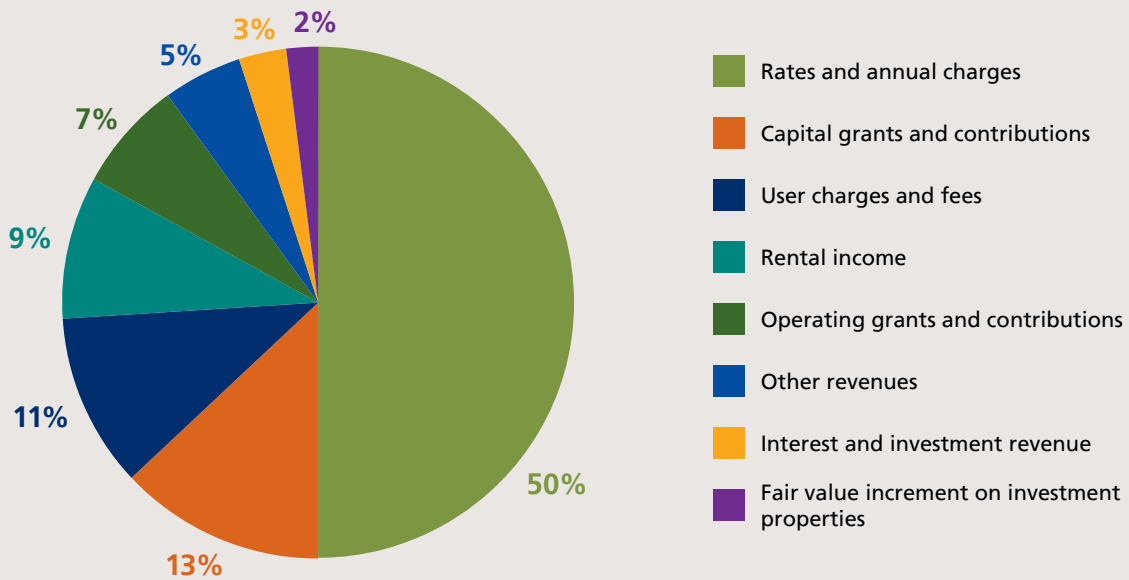
Natural disasters have led to higher repair and insurance expenses, while shifting consumer behaviours and increased service expectations create additional financial pressures.

One of the largest challenges of the year was managing the impact of the high number of staff vacancies and difficulty recruiting due to Australia's historically low unemployment, significant labour supply shortages and a highly competitive recruitment market. To address this challenge Council embedded a professional recruiter to enable proactive and agile recruitment practices. This led to a turnaround from a high vacancy rate in late 2022 of over 14% to 11% in June 2023.

Financial report

The summary of financial results for 2022/23 is presented below. For more detail please refer to the Financial Statement in the attachments. The net result for 2022/23 as reported in our financial statements, is a deficit before Capital Grants and Contributions of \$2.8 million. The surplus including Capital Grants and Contributions was \$15.0 million.

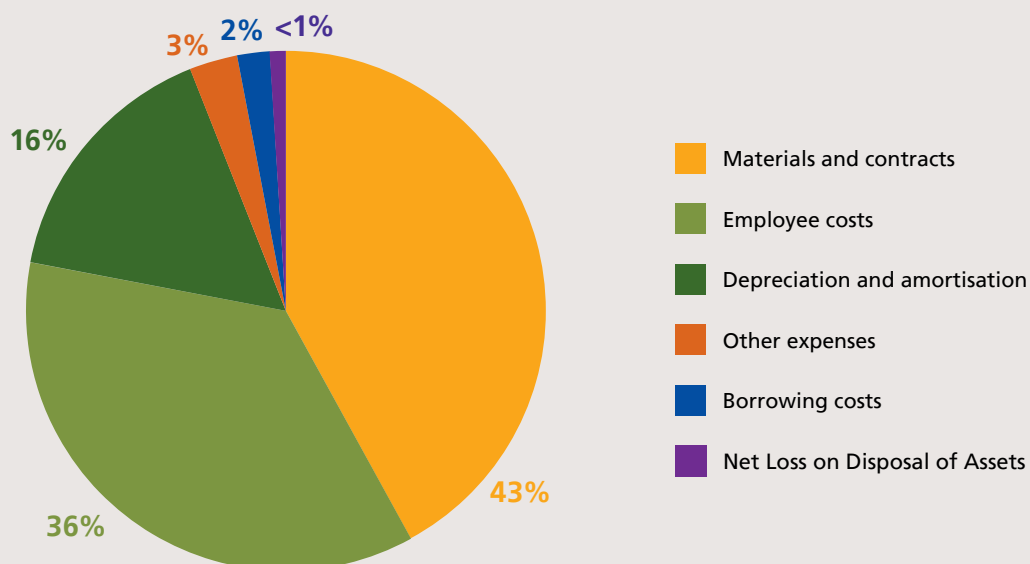
INCOME: WHERE OUR MONEY CAME FROM



TOTAL INCOME	2022/23 \$K
Rates and annual charges	69,675
Capital grants and contributions	17,865
User charges and fees	14,953
Rental income	12,882
Operating grants and contributions	9,579
Other revenues	7,625
Interest and investment revenue	4,254
Fair value increment on investment properties	2,304
Total	139,137



EXPENSES: WHERE OUR MONEY WENT



TOTAL EXPENDITURE	2022/23 \$K
Materials and contracts	53,698
Employee costs	44,885
Depreciation and amortisation	19,916
Other expenses	3,122
Borrowing costs	2,254
Net Loss on Disposal of Assets	240
Total	124,115

FINANCIAL SNAPSHOT

<p>Expenditure per capita: This measures the Council's operating expenditure in relation to population</p>	\$1,645
<p>Assets: what we own</p>	\$2.04 billion
<p>Liabilities: what we owe</p>	\$86 million
<p>Operating Performance Ratio: This indicator measures the extent to which revenue raised covers operational expenses. The benchmark for this ratio is 0% or greater.</p>	-4.08%
<p>Own Source Operating Revenue Ratio: This ratio provides a measure of Council's reliance on external funding sources such as grants and contributions. The benchmark for this ratio is 60% or greater</p>	79.94%
<p>Unrestricted Current Ratio: This ratio assesses the adequacy of working capital and Council's capacity to satisfy obligations in the short term. A ratio of 1.5 or higher is considered satisfactory</p>	2.99
<p>Debt Service Cover Ratio: This ratio indicates the capacity of Council to service its outstanding debt by comparing the amount of interest expense on borrowings with total revenue. The benchmark for this ratio is greater than 2.0</p>	4.12
<p>Rates and Annual Charges Outstanding Ratio: This ratio assesses the adequacy of recovery efforts and to measure the impact of uncollected rates and charges on Council's liquidity. The benchmark for outstanding rates is <5%</p>	2.5%
<p>Cash Expense Cover Ratio The number of months Council can continue to pay expenses without additional cash inflow. Benchmark for this ratio is greater than 3 months</p>	22 months

Visit our website to view our 2022/23 Annual Financial Statements [Annual Reports | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/annual-reports)

Major projects

2022/23 major or site specific projects included:

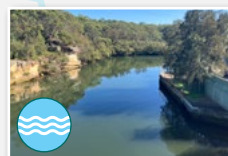
- The Incinerator, Small Street, Willoughby - design and tender
- Essential housing, Abbott Road, Artarmon - planning approval
- New Warners Park Masterplan works, community garden - construction
- Hampden Road Artarmon streetscape upgrade, stage 2 - construction
- Bellambi Street, Northbridge - new public square
- CBD laneways activations - Spring Place, Post Office Lane, Charlotte Lane, Chatswood
- Gore Hill Oval stage 2 design
- Naremburn local centre streetscape - works
- The Concourse car park upgrade - works
- Smith Road to Clarendon Street, Artarmon - renew road pavement
- Pacific Highway shared path, Chatswood to St Leonards - construction
- Bales Park, North Willoughby - renew playground
- Willoughby Leisure Centre, Small Street, Willoughby - commenced major upgrade
- Willoughby Road and Merrenburn Avenue, Naremburn - stormwater upgrade
- Edward Street, Willoughby - design of pedestrian and cyclist works with urban canopy improvements
- Royal North Shore Hospital Precinct - Implementation of pedestrian precinct
- The Concourse Chatswood - water leak remediation
- Northbridge Baths - renewal and repair works
- Archer Street, Chatswood - renew road pavement
- Bicentennial Reserve, Willoughby - stormwater repair
- Willoughby City Library, Chatswood - resource collections
- Lane Cover River Catchment - Natural Area Management
- Middle Harbour - Natural Area Management
- Lane Cove River Catchment - walking tracks

CBD laneways activations - Spring Place, Post Office Lane, Charlotte Lane, Chatswood

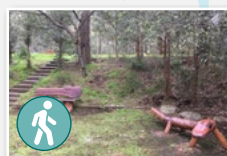


Smith Road to Clarendon Street, Artarmon - renew road pavement

Lane Cover River Catchment - Natural Area Management



Lane Cove River Catchment - walking tracks



Pacific Highway shared path, Chatswood to St Leonards



Wickham Park, Artarmon - playground renewal



Essential housing, Abbott Road, Artarmon - planning approval



Royal North Shore Hospital Precinct - Implementation of pedestrian precinct

Visit our website to view our current works and projects

[Current works and projects | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/current-works-projects)



The Concourse car park upgrade - works



Archer St, Chatswood - renew road pavement



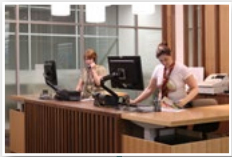
Bales Park, North Willoughby - renew playground



Edward Street, Willoughby - design of pedestrian, cycleway with urban canopy improvements



Willoughby City Library, Chatswood - resource collections



Middle Harbour - Natural Area Management



New Warners Park Masterplan works, community garden - construction



Bellambi Street, Northridge - new public square



Willoughby Leisure Centre, Willoughby - commenced major upgrade

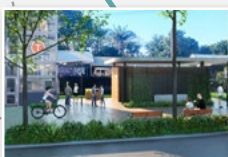
Willoughby Road and Merrenburn Avenue, Naremburn - stormwater upgrade



The Incinerator, Small Street, Willoughby - design and tender



Gore Hill Oval - stage 2 design



Hampden Road Artarmon streetscape upgrade, stage 2 - construction



Naremburn local centre streetscape - works





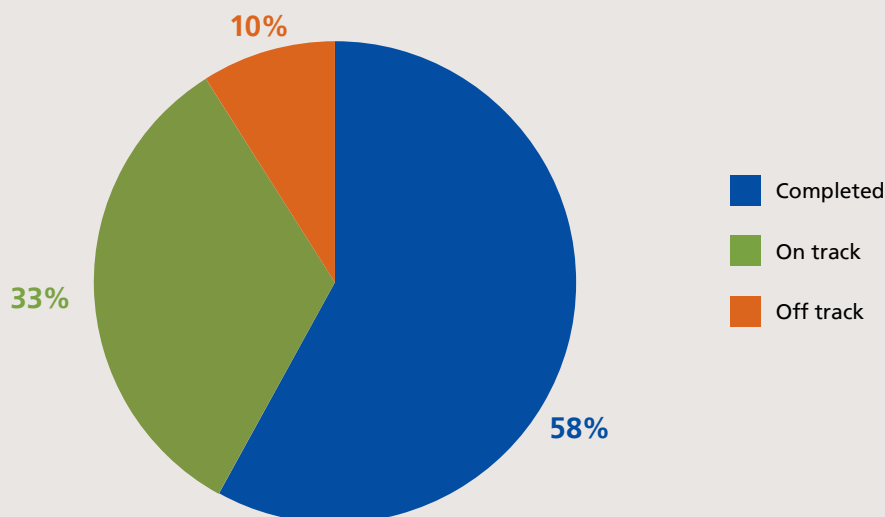
OUR PERFORMANCE

Our progress against the Operational Plan 2022/23

The *Operational Plan 2022/23* details the activities, including projects and capital works, organisation performance measurement and business improvement initiatives, that we plan to undertake and outlines how we will resource these.

We completed, or were on track with, 91% of the 287 activities in the Plan.

PROGRESS OF DELIVERABLES AS AT 30 JUNE 2023



STATUS	Number of deliverables	Percent
Completed	145	58
On track	82	33
Off track	25	10
Deferred or cancelled	35*	N/A
Total	287	101¹

* These figures are excluded from the calculation of progress and are therefore not applicable

¹ Percentages do not add up to 100% due to rounding.

Visit our website for more information on our six-monthly progress reports at [Delivery Program and Operational Plan | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/delivery-program-and-operational-plan)

OUTCOME 1: A City that is green



Street trees planted

342

Council manages over

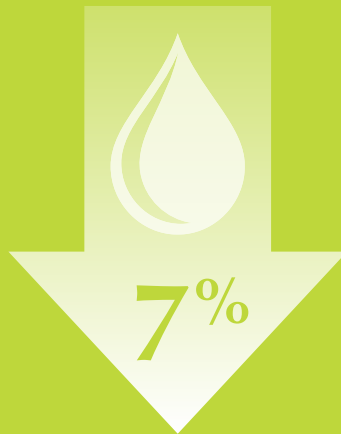
330ha

of bushland and nearly

20km

of harbour foreshore

Overall **79%** reduction in Council greenhouse gas emissions



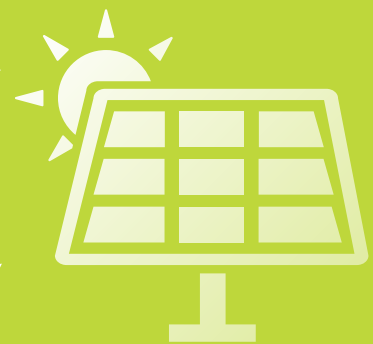
Reduction in community water consumption

51%
of waste diverted from landfill



More than **8,000** Participants in "Live Well in Willoughby" program

100% renewable energy used by Council



OUR ACHIEVEMENTS

OUR GREEN CITY PLAN 2028

We continued to implement *Our Green City Plan 2028*, which aims to enhance bushland, reduce greenhouse gas emissions, support sustainable lifestyles and better manage waste. Initiatives undertaken during the year included design and construction of a new community garden at Warners Park, launching the Resilient Willoughby Schools Active Travel Project, encouraging residents to switch from gas appliances to electric, continuing education workshops under the popular Live Well in Willoughby Program, and helping small businesses through the Better Business Partnership Program.



In 2019, Council declared a climate emergency and in 2021 committed to accelerating and strengthening targets within *Our Green City Plan 2028*. Our accelerated target for community greenhouse gas emissions is a 50% reduction from baseline emissions by 2028, making our 2028 emissions target 385,765 t CO₂-e. Council also added the target of net zero emissions by 2040.

SOLAR BULK BUY PROGRAM

Willoughby residents are reducing their power costs as they join our Solar Bulk Buy Program, part of a suite of measures to help our community reduce greenhouse gas emissions. In 2022/23, 45 rooftop systems were installed throughout Willoughby.



BIODIVERSITY

Willoughby is home to abundant bushland, diverse native flora and fauna, archaeological sites and walking tracks. We care for more than 330 hectares of bushland, and we are constantly managing introduced flora and fauna to reduce feral animal numbers, pest species and noxious weeds.

The *Urban Bushland Plan of Management 2023* was adopted by Council in November 2022. The Plan was prepared in line with the *NSW Local Government Act 1993* and establishes clear and consistent management policies across all bushland areas throughout our local government area.

PUBLIC LAND

As part of Council's urban tree canopy extension program, we planted 342 street trees during 2022/23, to enhance amenity, improve urban biodiversity and help combat the urban heat island effect.

We upgraded Willoughby's walking track network, particularly those damaged by last year's major flooding events in the Middle Harbour and Lane Cove River catchments. A new bush track was constructed at Richmond Ave Reserve to provide a future link to the Artarmon to Flat Rock Gully track network.

The public land we manage under site-specific Reserve Action Plans includes numerous sites. In 2022/23, the Reserve Action Plans for Artarmon Park, Artarmon Reserve, Beverley Blacklock Reserve, Ferndale Park, Harold Reid Reserve, Market Garden Park, and Warners Park were updated following community consultation.

WATER MANAGEMENT

A total of 116,839 kilolitres of water was consumed by Willoughby City Council in 2022/23, which was lower than our 2022/23 target of 120,000 kilolitres. The reductions in 2020/21 and 2021/22 were mostly attributed to facility closures during the COVID-19 pandemic.

Willoughby City Council water use

	2018/19	2019/20	2020/21	2021/22	2022/23
Total (kilolitres)	133,898	119,966	113,907	113,273	116,839

We have rainwater harvesting and water reuse systems at Mowbray Park, Northbridge Baths, Artarmon Oval, Warners Park and Northbridge Library.

Community water consumption

A total of 100 kilolitres of water was consumed per resident in 2022/23. This is a decrease of 7% on the previous year.

Community water use per resident per year

	2018/19	2019/20	2020/21	2021/22	2022/23
Total (kilolitres)	112	110	110	108	100

REDUCING GREENHOUSE GAS EMISSIONS

The amount of CO₂ emissions produced by Council's operational electricity, gas, liquid fuels use, and waste generation was 997 tonnes in 2022/23, a decrease of 79% on the previous year's 4,725 tonnes.

This reduction is due to Council's purchase of 100% renewable electricity for all Council owned sites and the removal of gas use at the Willoughby Leisure Centre.

Council is part of the Cities Race to Zero, a global campaign led by the United Nations Framework Convention on Climate Change that brings together a coalition of local councils committed to act on climate change. As part of our pledge, we have committed to net zero emissions in Council's operations by 2025 and 100% renewable energy for Council operations.

We have continued to implement a program of energy efficient measures. These include lighting upgrades, installing rooftop photovoltaic systems (solar), and improving vehicle sustainability to reduce Council's energy consumption.

We commissioned two new public electric vehicle charging bays in Plunkett Street, St Leonards, increasing the number of public electric vehicle charging locations to 12.

Community CO₂ emission results have a one-year lag in reporting therefore 2021/22 results are reported in the 2022/23 Annual Report. The amount of CO₂ emissions produced by the community was 542,190 tonnes in 2021/22, showing a decrease from the previous year.

Willoughby City Council greenhouse gas emissions

	2018/19	2019/20	2020/21	2021/22	2022/23
Total (tonnes)	6,771	5,693	5,085	4,725	997

Community greenhouse gas emissions

	2017/18	2018/19	2019/20	2020/21	2021/22
Total (tonnes)	618,703	598,164	570,764	543,979	542,190*

* Community CO₂ emission results have a one-year lag in reporting. 2021/22 results are reported in the 2022/23 Annual Report.

Community waste generation and diversion

	2018/19	2019/20	2020/21	2021/22	2022/23
Total (tonnes)	29,661	30,443	30,796	31,592	29,118
Waste diversion rate	43%	45%	51%	45%	51%

WASTE REDUCTION

The total weight of waste generated by the community in 2022/23 was 29,118 tonnes. Of this total, 51% was diverted to processing and recycling facilities. The total weight of waste generated by the community has remained relatively stable over the past five years despite increased population. The diversion rate, or the amount of waste generated that does not go to landfill, has fluctuated between 45% and 51%.

In 2022, Council participated in a trial food scraps recycling service for sections of the community. The results of this trial are being assessed to plan for the diversion of food waste from general waste.

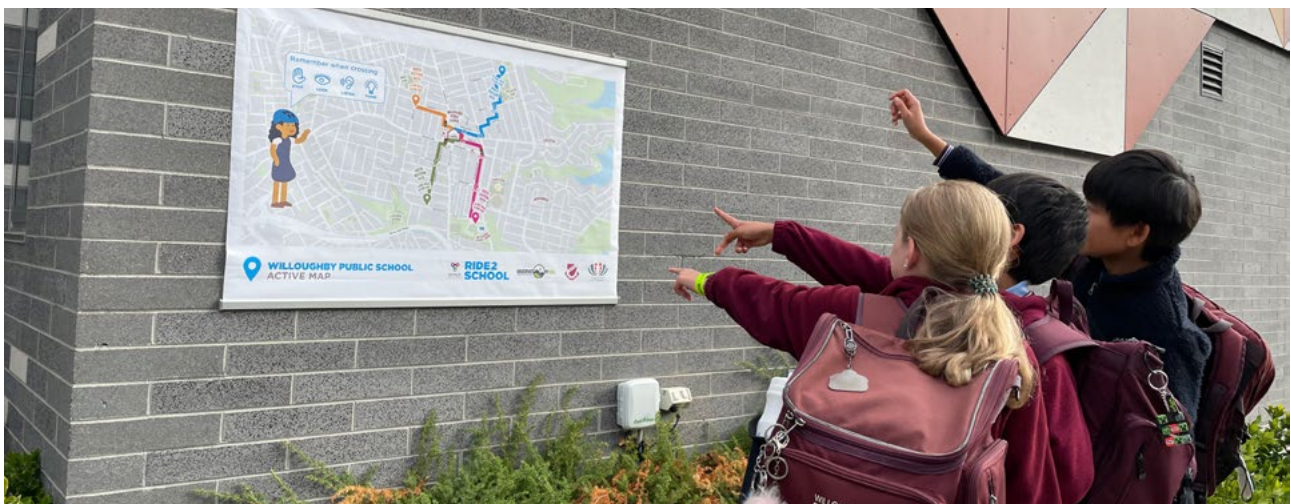
BUILDING COMMUNITY RESILIENCE

We continued to implement the *Resilient Willoughby Strategy and Action Plan*, which aims to improve resilience of our people, buildings, places and governance. Initiatives undertaken during the year included the:

- **Hi Neighbours Program** which promotes neighbour connections and reduces social isolation among high rise apartment residents

- **Resilient Willoughby Schools Active Travel Pilot** is designed to improve pedestrian safety and reduce traffic congestion by encouraging more students and their families to walk, cycle or scooter to school
- **Connecting the Disaster Dots** is a collaboration with the Red Cross Australia and neighbouring councils, and helps vulnerable people prepare better for emergencies by raising community awareness and creating a support network
- **Beat the Heat Program** is a community awareness program about the risks of urban heat and how to reduce its impacts, particularly in vulnerable communities, through a coordinated program of activities
- **Urban Forest Program** addresses and manages climate impacts by conserving and extending Willoughby's urban tree canopy

We are also a member of Resilient Sydney, a collaboration of 33 councils across Metropolitan Sydney that implement the *Resilient Sydney Resilience Strategy* (2018).



Students mapping active travel routes to school.

STREET LIGHTING UPGRADE

We have partnered with Ausgrid to upgrade 3,395 streetlights in the City to energy-efficient LEDs. Streetlights are replaced under two programs, an accelerated residential road *Streetlight Improvement Program* (SLIP) and a default replacement program to replace individual failed streetlights. The residential road SLIP is now complete with 1,953 lights upgraded since 2019.

The SLIP has been expanded for 2023/24 to include upgrades to main road lighting. Approximately 1,200 main road lights are due to be replaced under the expanded Program. The upgrades will provide major energy savings which will help us meet our net zero target.



The new lights provide better lighting with smart controls enabling even lower energy consumption, and ports for future Smart City sensors to help Council to deliver better traffic and pedestrian counts, monitor the environment for pollutants and detect high noise levels.

LIVE WELL IN WILLOUGHBY PROGRAM

More than 8,000 community members took part in 137 events and workshops in 2022/23 as part of the Live Well in Willoughby Program. The Program engages the local community and involves them in environmental activities to encourage living more sustainably by looking at how they live, use energy and their use of transport. More than 97% of participants said they would change their behaviours after attending a Live Well in Willoughby event or workshop.

SUSTAINABLE PROCUREMENT

We are committed to sustainable procurement practices to reduce environmental and social impacts, and to support our community. For instance, the Willoughby Leisure Centre construction upgrade, aims for a 5-Star (Australian Excellence) Green Star rating with features like solar photo-voltaic systems and rainwater harvesting. Another example is the Victor Street Office Refurbishment, which incorporates sustainable design practices including energy-efficient LED lighting, daylight harvesting, energy-efficient air conditioning, furniture reuse, sustainable furniture and upholstery choices.



Live Well 3D chalk art at The Concourse, Chatswood.



The ongoing maintenance along the Lane Cove River includes managing invasive weeds, reducing the impact of erosion and protecting local flora and fauna.

NATURAL AREA MANAGEMENT FOR MIDDLE HARBOUR AND LANE COVER RIVER

Council held its annual Tree Day planting in July along the Lane Cove River foreshore. Locally indigenous trees, shrubs and ground covers were planted to provide wildlife habitat and to enhance the amenity of the reserve.

Middle Harbour and Lane Cove River benefited from rehabilitation, revegetation, stormwater management, pest control and invasive plant and animal management throughout the year. Gross pollutant traps were also maintained to improve water quality.

Following community consultation in 2022/23, *Middle Harbour Reserve Action Plans* for Harold Reid Reserve, Explosives Reserve and Beverley Blacklock Reserve were updated.

CHALLENGES

- A global shortage of hybrid and electric vehicles meant that fleet vehicles due for replacement were replaced with petrol vehicles, resulting in an 11% increase in fleet emissions compared with last year
- Identifying a clear path forward for the collection and processing of food organics with many market, cost and infrastructure uncertainties. The NSW Environment Protection Authority has mandated that councils provide a separate waste collection for food organics by 2030
- Council increased waste diversion to 51% for 2022/23, however, the NSW Environment Protection Authority has an 80% recovery rate target from all waste streams by 2030
- Heavy rainfall and flooding in early 2022 caused significant creek-line and embankment erosion and this damage required repairs
- Installation of solar photo voltaic panels on The Concourse was delayed due to roof repairs

OUR PLANS FOR THE YEAR AHEAD

- Deliver programs under the *Resilient Willoughby Strategy and Action Plan* to help the community prepare for emergency situations (Connecting the Disaster Dots), improve pedestrian safety and reduce traffic congestion (Resilient Willoughby Schools Active Travel Project), reduce impacts from urban heat and improve public spaces (Edward and Penshurst Street South Streetscape Improvement project) and enhance urban canopy (Urban Tree Canopy and Greening Program)
- Plan the further operational deployment of electric vehicles and plant in our fleet
- Coordinate Council-provided and private sector rollout of EV charging stations across the City
- Plan for the introduction of an organic waste collection service as mandated by the NSW EPA
- Construct new bush walking tracks including sandstone steps to improve accessibility to the bushland reserve
- Maintain bush walking tracks including sandstone steps in the Lane Cove Catchment area to improve accessibility to the bushland reserve network
- Maintain pollution traps throughout the local government area to improve water quality in our creeks
- Work with business and commercial building owners to implement sustainability improvements to their buildings and business operations through the Better Business Partnerships Program
- Rolling out the electricity metering and LED lighting upgrade program to Council-owned buildings
- Commission an urban heat study to map areas that are vulnerable to heat stresses within the local government area
- Create new content for the Willoughby Walks app including information, images and audio relating to Blue Gum Reserve, Chatswood
- Review Reserve Action Plans on a five-year cycle including community consultation



The work on the boardwalks creates opportunities for better access to the river foreshores.

OUTCOME 2:

A City that is connected and inclusive



5,000m²+

of books, resources and reference material at Chatswood Library



41%

of the City's population speak a language other than English at home



40

bus stops upgraded to be DDA compliant



More than

25,000

volunteer hours

\$164,980

in annual community grants



9,500m²

of footpaths constructed or improved



50,000m²

of roads repaired and re-sheeted



OUR ACHIEVEMENTS

RECONCILIATION ACTION PLAN

We have developed a draft *Reconciliation Action Plan* (RAP) in collaboration with Reconciliation Australia, to strengthen relationships between First Nations People and the wider community.

As part of the draft RAP, and after consultation with Indigenous groups and experts, including the Aboriginal Heritage Office and Metropolitan Local Aboriginal Land Council, Council strengthened its Acknowledgement of Country and updated protocols.

HI NEIGHBOURS

The Hi Neighbours project was launched in August 2022 to foster relationships between neighbours in apartment buildings. Since it started, the program has brought apartment-dwellers closer together, and created a stronger sense of belonging and community. The success of the project is due to resident-led initiatives, including community events and regular activities, such as walking groups and movie nights.

The project has been honoured with a Highly Commended Award at the NSW Local Government Excellence Awards.

For more information about the project, visit our website [Hi Neighbours | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/hi-neighbours)

INSPIRE TO LEAD PROJECT

Inspire to Lead is a community leadership development project that has built the capacity of culturally and linguistically diverse groups to be leaders in our community.

30 participants engaged with different communities and built cross cultural connections through a series of workshops and cultural tours. This project was sponsored by Multicultural NSW and was delivered in partnership with Armenian Community Welfare Centre Limited.

AUSTRALIA DAY AWARDS

The Australia Day Citizenship Ceremony saw 100 Willoughby residents from 15 different countries become citizens. We also celebrated the significant achievements of four community members at the Council's 2023 Citizen of the Year awards. These were:



Australia Day Citizenship Ceremony.

- Maria Chan – Citizen of the Year
- Lucy Periera – Young Citizen of the Year
- Meredith Foley – Environmental Citizen of the Year
- Mary Anne Veliscek – Cultural and Community Development Award

More information about the achievements of these award recipients can be found on our website at [Willoughby City Council announces 2023 Citizen of the Year awards | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/city-council-announces-2023-citizen-of-the-year-awards)

CELEBRATING OUR VOLUNTEERS

Council was supported by almost 600 volunteers who gave more than 25,000 hours of their time during 2022/23 to support Council libraries, Bushcare, Community Aid/ At Home with Willoughby, MOSAIC Centre, Performing Arts, Visual Arts and Events teams. Thank you to our volunteers for their time and commitment to supporting our community. Recognition included:

- Inviting volunteers to attend the Willoughby Symphony Orchestra (Gala - *Heroes of Hollywood* Concert) at The Concourse in February 2023
- As part of National Volunteers Week in May, Council held an introductory session of pickleball, a popular low-impact sport, at Willoughby Leisure Centre, and a bushtucker workshop
- Ten volunteers were recognised in the 2022 NSW Volunteer Recognition Program (formerly, Premier's Volunteer Recognition Program) including Kay Tang who received the Minister's Lifetime Achievement Certificate for more than 25 years of volunteer service

- Thirteen volunteers were recognised at the 2023 Volunteer of the Year Awards organised by the Centre for Volunteering

LIBRARY SERVICES

We have seven libraries, including one community library. We also provide a home library service, the Smart Library Locker and other online services. Over the past year, visitation, membership, loans and program attendance steadily increased, due to increased opening hours, more seating for study and work, new book stock and expanded programming.

Highlights for the year included partnering with TAFE NSW to support early literacy activities and community events such as Dungeons & Dragons and Mah-jong. Digital literacy workshops and activities included an award-winning inter-generational digital literacy program in partnership with the eSafety Commission, older residents and students from St Pius X, Chatswood.

We also reviewed our services and operations, including the Smart Library Locker located at Naremburn Community Centre and surveyed our culturally and linguistically diverse communities to improve access to our resources.

CHILDREN AND YOUNG PEOPLE

CHILDREN'S SERVICES

Council operates one long-day care service, providing early education and care to pre-school children and two After School Care (ASC) services to primary school-aged children during the NSW gazetted school terms. The Bales Park Pavilion ASC licence was awarded to Inspire following a tender process.

YOUTH SERVICES

We offer a number of programs and services for young people including the Chatswood Youth Centre for young people aged 12 to 24 years and the Bingara/Willoughby Youth Exchange, where young people visit our sister city in the Gywdir Shire and students from Gwydir visit Willoughby.

To assist with the transition from school to university and employment, Council runs the Uni:12 program where Macquarie University students mentor local high school students. We also hold the Traineeship and Apprenticeship and Jobs Expo, where a number of exhibiting employers offered immediate local employment opportunities.



Recognising that all levels of government need to play their parts in reducing the incidence of family and domestic violence, Council partnered with local youth services providers to deliver the Love Bites Respectful Relationship Program to Willoughby Girls High School.

In partnership with Waves of Wellness, we ran Surf Experience, a resilience and mental health and wellbeing program.

This year's Youth Week featured the Discobility Dance Party for young people with a disability, which was a popular event and received positive feedback.

Aunty Time took place throughout the Gamaragal Festival run from 26 May 2023 (National Sorry Day) to 9 July 2023 (NAIDOC Week). This is a series of workshops run by the Northern Sydney Region Youth Services encouraging young people to explore First Nations culture, education, social and emotional wellbeing.

OLDER ADULTS AND PEOPLE WITH DISABILITY

Council undertook a range of upgrades and programs to encourage inclusivity, including upgrades of 40 bus stops to improve accessibility, and an audit of disability parking spaces throughout the local area.

All inclusive events and activities for people with disability included the Dance to the Nines (18+) and Connect, Collaborate, Celebrate art competition.

For older residents and people with disabilities, we provide advocacy, referral and information to help them live independently, including the At Home with Willoughby program which helps older residents maintain their independence and social connections.

Council provides home delivery and self-select library services that deliver a range of products from our libraries. We also conduct computer assist programs and wellness, education, spiritual and social activities.

DISABILITY INCLUSION ACTION PLAN 2022-2026

The new *Disability Inclusion Action Plan 2022-2026* was approved by Council in August 2022. The Plan aims to provide residents and visitors, people with physical and invisible disabilities, including mental health conditions, with opportunities to participate in all aspects of community life. The Plan strengthens our practices and ensures inclusion of all people, regardless of their abilities, and is embedded in everything we do.

We report our progress to Local Government NSW, Department of Communities and Justice and the NSW Disability Council.

Visit our website to view the full Action Plan [Willoughby Disability Inclusion Action Plan | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/disability-inclusion-action-plan)



One of the runner-up artists Virginia Clare Redenbach in front of her work "Art Connects Us to the World".



Multicultural Dance Party.

MULTICULTURAL SERVICES AND PROGRAMS

Our area is home to residents from a variety of cultures and backgrounds with 46.5% of our residents born overseas.

Willoughby City Council's MOSAIC Multicultural Centre was awarded the Premier's Multicultural Community Medal for Local Government Business Excellence. MOSAIC offers a diverse range of services to meet the needs of community groups. In addition to language classes, leisure activities and culturally-oriented social groups, the Centre provides information and referral, cultural celebrations and school holiday programs for children. Over 50 regular activities attract strong visitation from all sections of the community, with 13,868 attendees during 2022. The centre also focusses on celebrating and supporting cultural diversity.

Council is committed to communicating with our culturally diverse community and utilises media outlets in a variety of languages to effectively do so. Initiatives we have delivered in languages other than English include Beat the Heat, Bulky Waste pick up consultation, Emerge Festival, Chatswood Year of the Rabbit, Sydney Mardi Gras Festival, Gamaragal Festival and Tech-Savvy Seniors and will continue to utilise alternative communication channels our CALD communities. Our libraries also offer resources in several languages, including a range of brochures in community languages.

We support the Aboriginal Heritage Office, which monitors Aboriginal sites and ensures their preservation. The office also works to develop a deeper understanding of the culture of the Aboriginal people.



The Art Space at The Concourse plays an important role supporting the artistic and cultural vibrancy of Chatswood.

COMMUNITY EVENTS

We delivered a diverse program of events, exhibitions and concerts for the community including Emerge Festival StreetFair, Lunar New Year, Carols at Willoughby Park, Australia Day, Gamaragal Festival, Chatswood Mall Market.

- *Spirit Wave*, an exhibition exploring spirituality in a diverse and contemporary world
- *(Re)telling: Stories of Country and Truth*, an exhibition of emerging and established First Nations artists from around Australia

VISUAL ARTS

Council's art exhibition spaces were well used over the past year with 36 exhibitions and the highest visitation on record with a combined 19,900 visits to our two art spaces.

ART SPACE ON THE CONCOURSE

Visitation to the Art Space on The Concourse increased by 174% from the previous year with 13,199 visits recorded. Exhibitions included:

- *Cities Foretold*, an exhibition which reimagined the urban landscape
- *Inner Edge Drifting*, an exhibition celebrating Lunar New Year 2023 which explored the 'third cultural space' experienced by people who navigate multiple traditions, influences and values
- *Unashamed*, an exhibition celebrating Sydney WorldPride 2023 which explored themes of strength, courage, diversity and pride

INCINERATOR ART SPACE

Visitation to the Incinerator Art Space increased by 53% from the previous year with 6,701 visits recorded. Exhibitions included:

- *Embers, Epicorm: Art of the Eurobodalla*, a group exhibition responding to the Black Summer Fires of 2019/2020
- *True Blue and a little bit of Yellow: Australiana*, a group exhibition exploring Australian nature through Ukrainian eyes
- *Glow*, an exhibition of abstract landscape paintings by local artist Juliemma Moran
- *HARBOUR: our views*, an exhibition of local harbour and foreshore landscape paintings by North Shore artist Peter Finlay

GRANTS PROGRAM

Our annual *Grants for the Community Program* supports community initiatives to deliver services, programs, special events and other activities. During 2022/23, the

Program received 30 grant applications from community organisations, of which 27 were allocated \$164,980. Details of the approved grants are provided in the table below.

GRANTS PROGRAM RECIPIENTS	AMOUNT FUNDED
Community group/organisation (21 applications approved)	\$107,480
Bongalong Street Community Garden Incorporated	\$1,650
Hope in a Suitcase	\$6,000
Northside Salvation Army Chatswood	\$1,200
Road Safety Education Limited	\$7,500
Our Lady of Dolours Catholic Primary School	\$5,000
Artarmon Progress Association	\$7,500
Naremburn Progress Association	\$4,956
Northside Broadcasting Cooperative Limited	\$3,574
Jewish Arts Incorporated	\$3,300
Come You Spirits	\$7,000
Castlecrag Progress Association	\$7,000
Artarmon Village Incorporated	\$7,500
Federation of Willoughby Progress Associations	\$4,000
North Shore Theatre Company	\$6,000
Lifeline Harbour to Hawkesbury Sydney Ltd	\$7,500
CanCare Centre Incorporated	\$2,300
Macada Pty Ltd	\$4,000
Northside Broadcasting Cooperative Limited	\$7,500
Rosemont Chamber Orchestra Incorporated	\$6,000
Sydney Eisteddfod	\$6,000
Happiness Presbyterian Church Inc.	\$2,000
Local Performing arts subsidy (4 applications approved)	\$51,000
Willoughby City Band	\$18,000
Willoughby Theatre Company Inc.	\$10,000
Willoughby Symphony Choir Inc.	\$20,000
Beating Time, Willoughby's Multicultural Seniors' Choir.	\$3,000
Individual applicants	\$6,000
Helen Cochaud (Individual Artist Application)	\$6,000
Athletes and athletic groups	\$500
Tyrese-Lloyd Owusu (Athlete Application)	\$500
Total – 27 applications approved	\$164,980

INTEGRATED TRANSPORT STRATEGY

Our *Integrated Transport Strategy 2036* guides how we plan, operate and develop our transport systems into the future, and aims to support the reduction of greenhouse gases, encourage a shift to walking, cycling and public transport, and support a vibrant sustainable and liveable city. This included adopting an updated *Development Control Plan and Local Environmental Plan*, progress on the *Victoria Avenue Movement and Place Plan* and the *Road Safety Action Plan*, as well as annual road safety education programs for residents such as free child car seat safety checks.

Council constructed a 3.5km shared path along Pacific Highway over the last two years, connecting Chatswood Highway (via Frank Channon Walk) to St Leonards (at Herbert Street). This initiative was jointly funded by Council and the NSW Government, through its Precinct Support Scheme. We are also investigating routes and developing design plans to expand our cycleway network.

ROADS AND FOOTPATHS

Over the past year more than 50,000m² of roads were repaired and resurfaced and more than 9,500m² of footpaths were constructed, renewed or repaired. We continued our program of footpath grinding to reduce trip hazards through our local area and improve pedestrian safety.

Under the NSW Government's Regional Roads REPAIR Program, we resurfaced and undertook heavy patching at Archer St, Chatswood between Albert Ave and Mowbray Rd. Using good asset management practices to intervene and minimise additional expenses in the repair of the road pavement, works were carried out to improve road safety and complete repairs to the existing damaged road.

The Regional and Local Roads Repair Program spans both the 2022/23 and 2023/24 financial years and Council was allocated \$2,289,567 to repair approximately 24,500m² of roads. These are expected to be finished by the end of the program in 2023/24.

Over the past year, repairs to retaining walls at The Tor Walk, Castlecrag and Warners Park, Northbridge were carried out. Major kerb and gutter projects totalling more than \$250,000 were undertaken at Chatswood East, Northbridge, Castlecrag and Chatswood.

We inspected 82 bridges, 46 retaining walls and stormwater pipelines as part of our ongoing works inspection program.

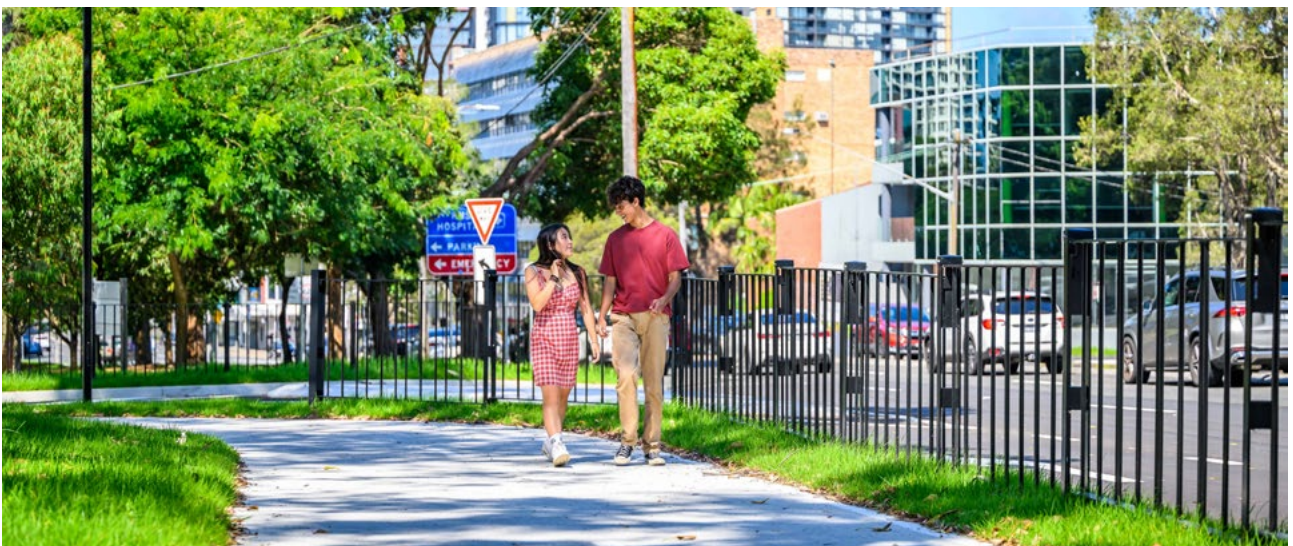
PARKING

Vehicle parking is at a premium in our City and we enforce parking regulations seven days a week and provide after-hours patrols. This ensures public safety, turnover for businesses and tradespeople, access for more people, and better use of our streets.

We undertook an assessment of particularly busy streets with paid parking that consistently have high demand, and this review will help manage traffic congestion and promote active transport.

During the year we upgraded the parking management system at The Concourse car park with a hybrid License Plate Recognition system. We also upgraded the parking guidance system and installed additional digital signage.

We continued to deliver the Safety Over Convenience, Think Before You Park and Mobility Parking Scheme programs, which are designed to increase public awareness



of safety around school drop-off zones, parking on a public footpath, nature strip or across a driveway, and the impact of illegal parking on people with disabilities.

LOCAL AREA TRAFFIC MANAGEMENT

We installed local area traffic management devices, such as pedestrian safety and crossing upgrades, at various locations including:

- Elizabeth Street, Artarmon
- Victoria Avenue and Anderson Street, Chatswood
- Reserve Road, north of Pacific Highway
- High Street at Bedford Street, North Willoughby
- Hampden Road, north of Barton Road, Artarmon
- Willoughby Road near Lawson Lane, Naremburn

We also upgraded local area traffic management at the Royal North Shore Hospital precinct.

A detailed study and design for local area traffic management was completed at High Street, Willoughby.



Hampden Road, Artarmon - streetscape construction.

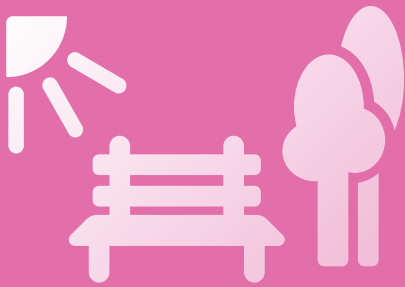
CHALLENGES

- Supply issues continue to cause delays in delivering projects
- Projects and capital works requiring State government and other public authority approvals were delayed due to increased approval timeframes
- Resourcing challenges created delays in the number of bus stop upgrades that could be delivered in 2022/23

OUR PLANS FOR THE YEAR AHEAD

- Implementing the recommendations from the 2022/23 audit of disabled parking spaces in priority areas in Willoughby to improve safety for people with disabilities who drive
- Complete a concept design for a shared path on the eastern side of the Pacific Highway between Mowbray Road, Boundary Street, Roseville
- Creating the *Bike Plan 2024*, setting out Council's *Cycling Strategy and Action Plan*
- Review the *Flooding Technical Standard* to deliver best practice floodplain management for Willoughby
- Undertake a review of all Heritage Conservation Areas and Heritage Items and potential areas
- Undertake a review of parking occupancy, durations and timing for selected streets in the Willoughby area to establish or extend existing resident parking schemes
- Review our *Street Parking Strategy* to align with benchmarked rates and the *Willoughby Integrated Transport Strategy (ITS) 2036*
- Renew the asphalt pavements carparks adjoining Cleland Park, Clive Park and Naremburn Park

OUTCOME 3: A City that is liveable



147

parks and reserves

44

playgrounds



56

Sport grounds and
sport courts



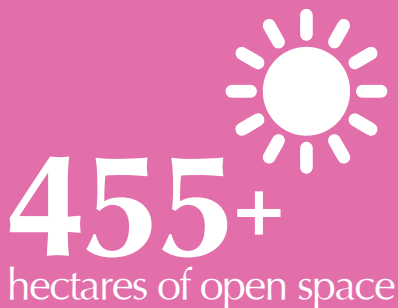
32,463 dwellings

37 affordable
housing premises



\$29.6 million

projects and capital works expenditure



455+

hectares of open space

211 km
of sealed roads



OUR ACHIEVEMENTS

MANAGING GROWTH AND DEVELOPMENT

The new *Willoughby Local Environmental Plan (LEP)* was approved by the State Government and became Amendment 34 to the Willoughby LEP 2012 in January 2023. This amendment is a great achievement by Council and provides an additional 6,500 new dwellings in Chatswood and other local centres, and increases the social housing allotment in each development in Chatswood, North Willoughby, Northbridge and Castlecrag from 4% to 10%, and from 4% to 7% in Artarmon.

The LEP now requires the Urban Heat Island Effect to be considered in our development assessments. It also includes provisions to achieve design excellence through either a competitive process for the tallest buildings or the deliberations of a design review panel for less tall buildings.

The *Development Control Plan (DCP)* introduces new requirements for EV charging and car share provisions for new developments and has strengthened heritage controls to protect the character of the area. The DCP also introduces low parking rates to encourage public transport use and active transport in areas considered to have good access to buses and trains.

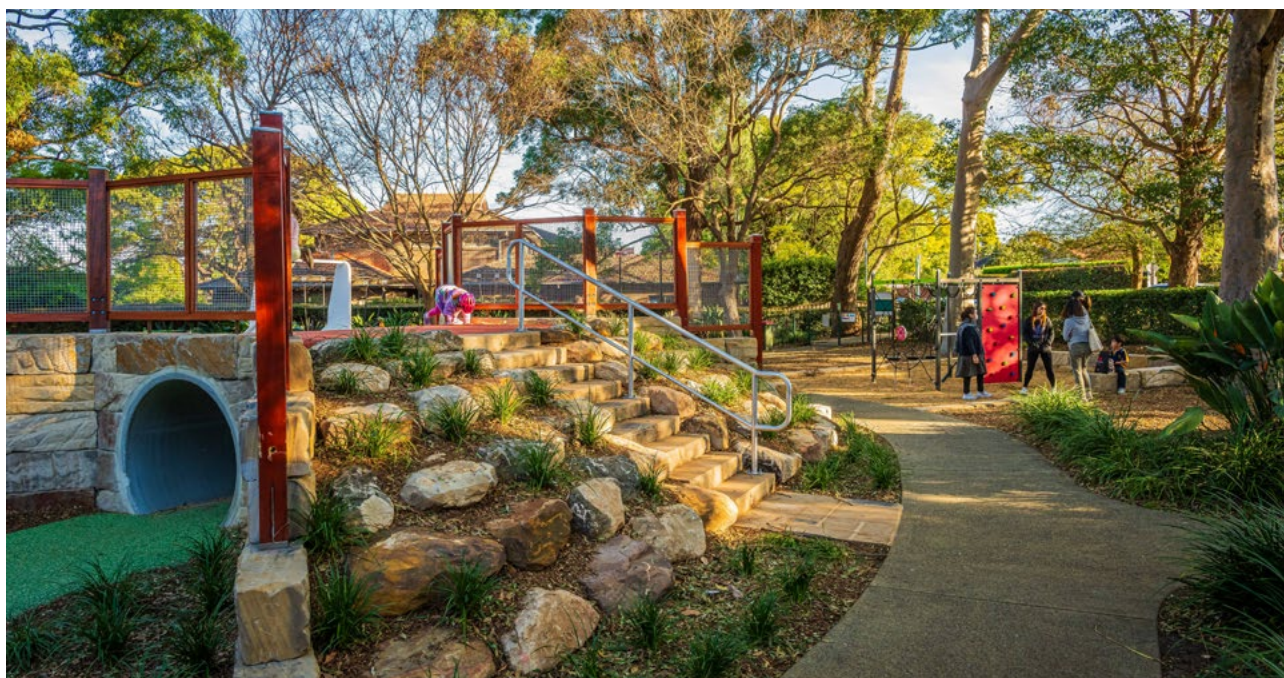
A new Implementation Strategy will be drawn up to ensure the vision for a green, vibrant and revitalised Chatswood CBD, and the future period of intense change and construction is managed carefully to minimise impacts on residents and local businesses.

For more information visit our website [Planning Rules | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au/planning-rules)

PUBLIC SPACE AND RECREATION

We have more than 455 hectares of open spaces and continue to look at how we optimise the use of these spaces. We completed 16 park and playground improvement projects, including:

- Northbridge Baths landscape improvements
- Completion of the first stage of Bales Park playground improvement
- Renewal of Wickham Park playground
- A new picnic area for Thompson Park
- A new synthetic multi sports court surface installed at Northbridge Park court (Bonds Corner)
- Gore Hill Park playground shade sail installation
- Renewal of drainage, irrigation and oval surface at Alan Hyslop Oval



Bales Park playground upgrade.

PROCESSING OF DEVELOPMENT APPLICATIONS

We operate a comprehensive building and development approval service that assesses all applications to build, demolish or develop properties. The service also ensures that all development within the local government area is allowable within the context of the LEP. During 2022/23, we determined 480 development applications.

An electronic tracking tool allows users to monitor the development application from lodgement to assessment. Interested parties can login to see how an application is progressing.

PLANNING AGREEMENTS

As an alternative way of collecting and using developer contributions (Sections 7.11 and 7.12 Contributions), Council can enter into a planning agreement with a developer, which may prescribe the developer to contribute funds for public infrastructure, land, or the provision of other public facilities. Council entered into six planning agreements during the year worth almost \$30.1 million in developer contributions.

WILLOUGHBY LEISURE CENTRE

In 2022/23, Willoughby Leisure Centre began a \$38.9 million major upgrade to provide modern facilities and services, with a strong focus on accessibility and sustainability. The project includes a 25m pool, learn-to-swim pool, program pool, spa, and sauna, crèche, new sports court flooring, external cladding and re-roofing of the entire centre.

To celebrate the beginning of the project and thank our loyal customers, a pool party and open day took place in October 2022, which attracted over 700 attendees. The pool hall closed in November 2022 to allow upgrades to begin. Patrons continue to access the Health Club and attend group fitness classes, and the Sports Hall has remained fully operational. During this period the Health Club floor was upgraded along with fans and equipment. In 2022/23 Willoughby Leisure Centre welcomed over 189,000 visitors, despite having no pool for a large part of the year.

The upgrade project reached a significant milestone at the end of the financial year, when the old pool hall was demolished and excavation for the new pool hall began.

AFFORDABLE HOUSING

Council has listed the design and construction of an affordable housing development at 3 Abbott Road, Artarmon, as a multi-year project. The development application proposal contains 12 units distributed across two buildings connected by communal foyer with a mix of 1, 2 and 3 bedroom dwellings. The development application for this project has been launched with approval expected in late 2023. Council will meet the 2023 target of 50 affordable housing dwellings and is on track to achieve its goal of 70 affordable housing dwellings in line with Council's Affordable Housing Program by 2026.

The recent amendment to the *Willoughby Local Environmental Plan 2012* builds on this by requiring new development in certain areas to provide 4-10% of the gross floor area as affordable housing to Council.

WILLOUGHBY'S BUILT HERITAGE

We protect and manage built heritage in the city. We do this by identifying and listing heritage items and heritage conservation areas and using planning controls to protect identified sites and items. This ensures new development designs are consistent with the significance and character of the individual item or heritage conservation area.

Council provides access to a free heritage advisory service to assist heritage property owners with alterations, additions and conservation. Development application fees are waived for owners of a heritage listed property.

Chatswood Library's extensive local heritage collection provides information and cultural material about the history, people and places that make up Willoughby.

CAPITAL WORKS

In 2022/23, we invested \$18.4 million on capital works. Among the most significant works were:

- Willoughby Leisure Centre major upgrade \$3.7 million
- Road replacement and construction \$3.4 million
- Footpath replacement and construction \$3 million

- Stormwater drainage replacement and construction \$2.6 million
- Replacement and construction of Open Space assets \$1.8 million
- Building refurbishment and acquisition \$1.7 million
- Plant and equipment replacement \$1.1 million
- Other assets \$1.1 million

WARNERS PARK COMMUNITY GARDEN

The *Warners Park Masterplan 2021* will guide the development of the Northbridge Park over the next 10 years and aims to provide improved recreational opportunities for the community. As part of the Plan, the lower bowling green has already been transformed into a new community garden. These works included constructing garden beds, replacing a retaining wall, plumbing and electrical work on storage structures.

CHALLENGES

- Long-term vacancies in the Planning team lead to increased development application processing timeframes
- There are still issues of supply chain and resources, which are causing delays in delivering projects and capital works
- Projects and capital works requiring State government and other public authority approvals were delayed due to increased approval timeframes
- The Willoughby Leisure Centre major upgrade meant changes in parking conditions for the Bicentennial Reserve precinct. Council worked closely with our sporting stakeholders to manage the reduced parking capacity over the winter sporting season
- Given the Willoughby Leisure Centre is located on a former landfill site, safely managing contaminated soil issues has been complex and challenging



The tower crane is installed at Willoughby Leisure Centre.

OUR PLANS FOR THE YEAR AHEAD

- Renew playground designs at Cleland Park, Sutherland Park, OH Reid Reserve, Kingsford Smith Park, upgrades to Sanders Park and Muston Park, and create a new park at Edinburgh Road
- Castlecrag shops
- Explore options to upgrade the existing public toilet facilities
- Continue to implement the rolling program of sportsground pavilion improvements
- Introduce a 40km/h zone in the high pedestrian activity area at Edinburgh Road, Castlecrag
- Introduce a new online sportsground bookings system, making it easier to book in-demand facilities.
- Develop new strategies for Library Services and Public Spaces and Recreation
- Continue to deliver great customer experience for our Willoughby Leisure Centre members and visitors during the centre upgrade
- Implement the *Chatswood CBD Strategy* to guide its renewal, and plan for future growth including traffic, transport, social and other infrastructure needs

OUTCOME 4: A City that is prosperous and vibrant

\$12.44 billion

Gross Regional Product

(Source: NIEIR 2022)

13,057

businesses in local
government area



38

businesses
took part in the Better
Business Partnership

(Source: ABS 2022)

Chatswood is one of the biggest
retail centres in Australia with

700+
retailers



Chatswood Mall has a
pedestrian flow of over

50 million
people a year



Overall spend
in Chatswood
is over

**\$2
billion**
annually



OUR ACHIEVEMENTS

ECONOMIC DEVELOPMENT STRATEGY

Our *Economic Development Strategy* aims to strengthen the city economy and support business.

This year, we focused on establishing base infrastructure for future Economic Development projects including upgrading Chatswood laneways, creating the Bellambi Street Square public space, and streetscape upgrades at Artarmon and Naremburn local centres.

Pilot projects were also undertaken to create data sets for measuring economic activity and developing and launching a food campaign in Willoughby.

NIGHT-TIME ECONOMY STRATEGY

The draft *Night-time Economy Strategy* was circulated for public consultation to encourage growth opportunities over the next five years with a focus on evening activities and exciting cultural events.

Ideas raised in this draft Strategy included enhanced lighting and signage to improve safety and providing more reasons to visit Chatswood after dark such as longer business opening hours and offerings from our exciting cultural program – Chatswood Culture Bites.

The local night-time economy benefitted from Willoughby's year-long Culture Bites events. This signature program of innovative and contemporary culture, with free or ticketed events included comedy, music, kids' theatre, free public art and concerts.

Art Space at The Concourse increased its opening hours into the evening to attract patrons attending shows and dining at The Concourse.

PUBLIC DOMAIN IMPROVEMENT PROGRAM

We continued our public domain improvement program, which is part of a program to transform former service lanes into shared zones to create more flexible urban spaces, providing businesses with opportunities to expand their operations such as outdoor dining, artistic activities, and provide space for community events.

The Chatswood CBD laneways of Post Office Lane, Charlotte Lane and Spring Place shared zone were enhanced through infrastructure improvements including new paving and surfacing, seating areas, and the introduction of landscaping. The change to shared zones improves accessibility and pedestrian safety.



Chatswood Candlelight concert series.

BELLAMBI STREET PUBLIC SQUARE TRIAL

Following community consultation, Bellambi Street was closed at the junction of Sailors Bay Road and a temporary square was formed. The new space was designed to provide opportunity for community events, outdoor dining opportunities, and space for additional trees. This closure was made permanent following a Council decision in April 2023.

More information on our current projects is available on our website at [Current works and projects | Willoughby City Council \(nsw.gov.au\)](#)

HAMPDEN RD, ARTARMON STREETScape UPGRADE

Construction commenced in March 2023 on the major upgrade to Hampden Road in Artarmon, to improve pedestrian safety, increase space for outdoor dining and shopping, better lighting and a new public amenity building.

The Artarmon Local Centre improvements which form part of the Artarmon Local Centre Public Domain Masterplan, was endorsed by Council in November 2020 after extensive community consultation with businesses and the community.

Council manages the project and contributes \$3.43 million and the State government contributes \$4.63 million from its NSW Public Spaces Legacy Program.

For more information on this project visit our website at Artarmon local centre streetscape upgrade - [Hampden Road | Willoughby City Council \(nsw.gov.au\)](#)

NAREMBURN STREETScape UPGRADE

The Naremburn local business centre upgrade will provide easier access for pedestrians, cyclists, and bus commuters. It will also enhance amenities to improve and extend visitation time, which will benefit local businesses. Community consultation took place in 2022 with feedback received in December 2022.

To date, underground services locations have been confirmed and approvals from authorities such as Sydney Water have been submitted. The final design documents have been prepared for the tender process.

For more information on this project visit our website at [Naremburn local centre streetscape upgrade | Willoughby City Council \(nsw.gov.au\)](#)

BETTER BUSINESS PARTNERSHIPS

Council ran the Better Business Partnership – a free sustainable business program supported by the NSW Environmental Protection Authority. The partnership works with businesses to improve their environmental performance and save money through reduced use of energy, water and waste bills and recognises their actions through Better Business Awards. Over the past financial year, 38 businesses took part in the program.

CHATSWOOD AS A DESTINATION

This year we developed the What's on in Chatswood brand, positioning Chatswood as the cultural heart of the North Shore.

DESTINATION EVENTS

We delivered a diverse program of concerts, festivals, events and exhibitions that attracted visitors to the CBD, including our Culture Bites Program and the 2023 Chatswood Year of the Rabbit Festival.

The 2023 Chatswood Year of the Rabbit Festival received grant funding from Multicultural NSW. The festival included Inner Edge Drifting Art Exhibition, East Meets West free outdoor concert, eight large inflatable rabbits around the CBD to recognise the Year of the Rabbit, Twilight Parade, food trails and Comedy Festival. The festival added a further \$10.2 million into the local economy from visitors to the CBD, including \$5.8 million spent on dining and entertainment.



CULTURE BITES

We continued the annual season of Culture Bites, the city's flagship cultural program. The program included:

- *The Box Show* – musical theatre for children
- *Earth* – large scale dinosaur puppet theatre show
- *Whitney Orchestrated* with Willoughby Symphony Orchestra
- Disney's *Fantasia* Live in Concert
- *The Year of Magical Thinking* – theatre
- Phoenix Collective musical Sunday sessions
- Rainbow Accordion – large scale public artwork
- Story telling event for children – *Dog Tales*
- *A Sea in My Bedroom* with Australian Chamber Orchestra
- Jazz tribute to the Classic 80s Love Songs
- *Black Sun Blood Moon* a theatre show exploring climate change for teenagers
- Ballet – *The Snow Queen* – performed by the Victorian State Ballet
- Music and acrobatics – 360 Allstars
- *Spirit Wave* – a council-curated exhibition exploring spirituality in a diverse and contemporary world
- Discussion on art history of westernised spirituality
- Forum and discussion on spirituality and creative practice – various artists

CHALLENGES

- Streetscape approvals from various external authorities have caused longer-than-expected delays resulting in schedule changes on our streetscape projects. Council is working to minimise these impacts on projects
- Reduced patron attendance at ticketed shows due to difficult economic times and lower discretionary spending

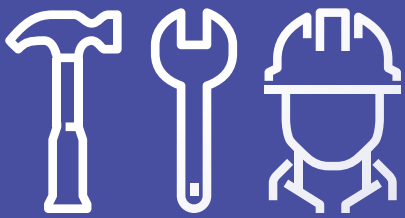
OUR PLANS FOR THE YEAR AHEAD

- Work with local businesses and chambers of commerce to increase economic activity and innovation as part of the *Economic Development* and the *Night-Time Economy Strategies*
- Create and launch a night-time brand for Chatswood to promote night-time economy
- Implement the *CBD North and South Framework Plan* including integrating active transport and pedestrian links with streetscape and public domain improvements
- Deliver Culture Bites – a year-long program of comedy, music, kids' theatre, free public art and free concerts



In early 2023, we hosted the Lunar New Year, Chatswood Year of the Rabbit festival.

OUTCOME 5: A City that is effective and accountable



142 projects and capital works completed



61,700 aware of Have Your Say activities

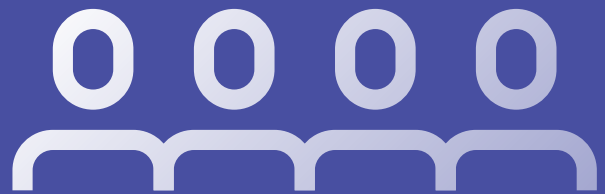
396
Staff (FTE)



45,223
Customer Service calls received

5,843

People engaged and consulted



OUR ACHIEVEMENTS

COMMUNITY PERCEPTION SURVEY

In 2022 Council conducted a Community Perception Survey which resulted in a 95% overall satisfaction rating from the community. We continue to rank in the top two surveyed councils for overall satisfaction with performance.

In the survey, 609 residents were asked to rate importance of and satisfaction with 41 Council services and facilities, and 39 comparable services or facilities generated satisfaction scores equal to or above the benchmark set by the researchers for comparable councils.

Willoughby continues to rate highly on quality of life, with 97% of residents rating their quality of life as good to excellent, significantly above the benchmark. Overall Satisfaction (95%) and Satisfaction with Communication (86%) also rated higher than the benchmark. The majority of residents (69%) highlighted the value of Willoughby's central location, providing positive feedback regarding the convenience of services, facilities, activities and proximity to the city. There was also a notable increase in the mentions of the natural environment and open spaces.

The survey findings have provided considerable insight to Council and highlighted opportunities for improvement. Some of these areas include community engagement, customer service, communication with our customers and community and long-term planning for changes in our population. The *Customer Experience Strategy 2023-2025* and Willoughby City Council *Community Engagement Strategy* reinforce our commitment and focus in these important areas for the community and Council. Action plans have been developed and integrated into operational services planning to ensure we continue to deliver services to the community.

STAKEHOLDER ENGAGEMENT AND CONSULTATION

During 2022/23, we commenced engagement on 55 projects including:

- *Operational Plan 2022/23 and Long-Term Financial Plan*
- *Reconciliation Action Plan*
- *Community Engagement Framework*
- *Affordable Housing Policy Amendment*
- *Customer Experience Strategy 2023-2025*

- *Advisory Committees Framework*
- Bellambi Street, Northbridge trial closure and activation project feedback
- Northbridge Oval extended weekend hours trial
- Seven Reserve Action Plans for natural bushland areas
- Six voluntary planning agreements and related planning proposals

Almost 62,000 people were aware of activities on our Have Your Say website, with more than 5,800 participating in the engagement process. We have a database of more than 7,500 registered participants. If you would like to be involved in this decision making, register at haveyoursaywilloughby.com.au.

CUSTOMER SERVICE

Our Customer Service Centre continued to provide customers with information on our services. In 2022/23, the centre received over 45,223 calls and 86% of incoming customer phone enquiries were resolved at the first point of call.

We consulted with our staff and the community to create the *Customer Experience Strategy 2023-25* aimed at enhancing Council's customer service. This year, we conducted customer experience training for 40 of our staff members to build their customer service skills.

Our website is an important source of information and a gateway for community and businesses to interact with us online. More than 388,000 people used our website with 685,000 website visits and 1,657,869 page views. Customers can now also lodge and track the status of their service requests and development applications on the website.

ADVOCACY

We made submissions to the NSW Government on the *Environmental Planning and Assessment Amendment (Housing and Productivity Contributions) Bill 2023*, IPART's review of the rate peg methodology and domestic waste levy, SBS relocation, Northern Beaches tunnel and the Infrastructure Contributions System.



ADVISORY COMMITTEES

We established seven Advisory Committees to seek input from our community and assist in the development, and delivery, of Council's strategic priorities. Refer to page 51 for more details on our Advisory Committees.

ASSET MANAGEMENT, RENEWAL AND MAINTENANCE

We manage and maintain infrastructure assets in the local government area, including approximately 211km of sealed roads, 508,545m² of footpaths, 379km of kerb and gutter, 136km of stormwater pipes and 70 bridges. Buildings and other recreational assets such as swimming pools, parks and playgrounds, sporting fields, bushland assets and tennis courts are also managed by Council with our total assets valued at \$2.04 billion.

We continued our programs to upgrade our infrastructure assets, including:

- Northbridge Baths - renewal and repair works
- The Concourse car park upgrade
- Commenced Willoughby Leisure Centre – construction of major upgrade
- Commenced Hampden Road Artarmon, streetscape construction
- Completed renewal of the playground at Bales Park
- Rebuild and repair damaged retaining walls
- Completed Bus stop access upgrades
- Completed Pacific Highway shared path, Chatswood to St Leonards

During 2022, Sydney (Observatory Hill) had its highest annual rainfall on record with over 2,530mm of rain. This exceeded the previous record of 2,194mm in 1950, since rainfall records began in 1858. This record-breaking rainfall had a significant impact on all Council operations, from water-soaked ovals disrupting sports, inability to mow grass, and damage to roads and storm water assets.

All outdoor work was impacted, with community members noticing the severe disruption to Council services.

Examples of damage include:

- Storm water channels collapsing
- Failed retaining walls
- Severe localised flooding
- Potholes and damage to roads
- Leaking roofs

We introduced a new corporate asset management system during 2022/23, while updating and improving the accuracy of our asset data to better manage our assets.

The update of our Asset Management Plans is ongoing and will incorporate changes in standards and industry best practice, including climate change adaption.

Condition audits were done on various asset classes, including roads, during the financial year to prioritise future works, as timely works on assets reduces the cost of ongoing maintenance of infrastructure.

ACHIEVING GREATER EFFICIENCIES

Our business improvement initiatives for the year included the *Customer Experience Strategy 2023-2025*, corporate systems improvements as part of the ongoing CONNECT (Corporate Systems) project, and improvements to our planning approval processes.

The *Customer Experience Strategy 2023-2025* sets goals to drive ongoing customer experience improvements within the organisation and to the community.

The CONNECT project has resulted in significant efficiency and productivity gains across many areas of Council, including our management of procurement, human resources, payroll, records and documents, contracts, works and assets. Changes include:

- integrated record management with task automation and powerful search functionality
- time-savings for bulk document management
- a significant reduction in end-of-financial-year reporting timeframes
- a streamlined process for recruitment and selection, and
- streamlined staff training management with integrated record management and reduced administration

Further improvements will be implemented in the coming year for the customer request management system, enterprise cash receipting and Council Integrated Planning and Reporting (IP&R) processes.

We have also developed a draft *Service Review Framework* and its program of work. In the past year we completed service reviews on Children's Services, Food Services and Willoughby Leisure Centre.

Council continues to focus on business improvements for the customer and the organisation to streamline processes, reduce costs and improve customer experience.

ENHANCING TECHNOLOGY / DIGITAL FOCUS

We are committed to ensuring the security of data entrusted to us. It is a priority with a significant focus on security-related upgrades and strategies.

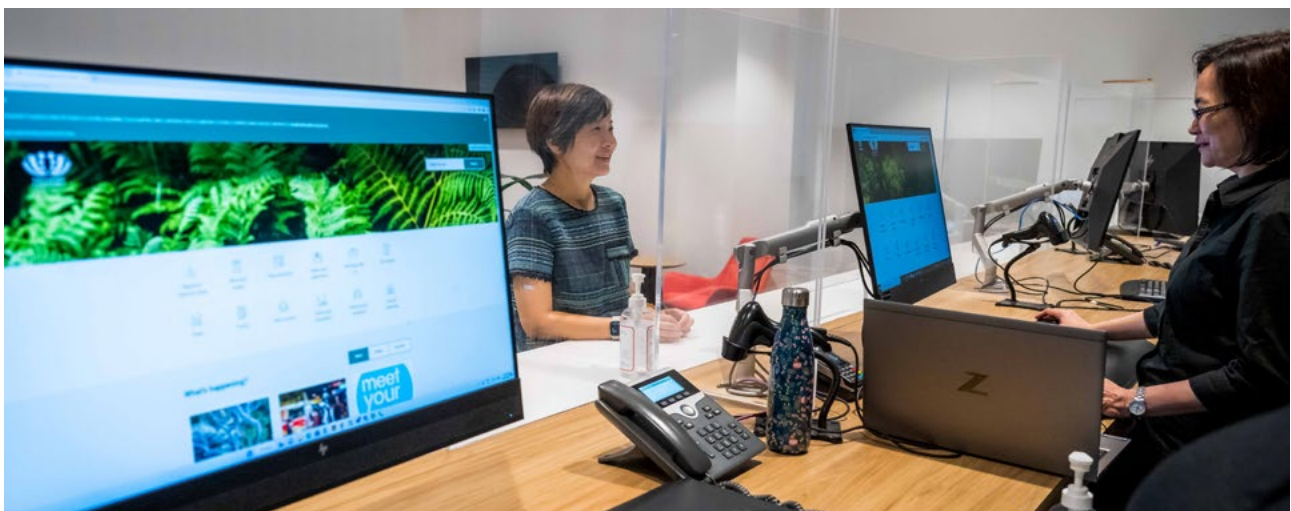
Our *Cyber Security Strategy* was developed and is being implemented. The development of a draft *Digital Strategy* has commenced, which will provide a roadmap to guide our efforts in leveraging technology to improve our services and enhance the quality of life of our residents.

CHALLENGES

- Inflation has outstripped Council's rates by 16.5% since 2021
- Extreme weather and storms caused significant damage to retaining walls, roads and drains. Floods, heatwaves, droughts and other extreme weather events are predicted to become more severe and frequent
- NSW Government cost-shifting added \$487K for emergency services and \$100K for election cost increases to Council's expenses
- The development of the Legislative Compliance Framework was postponed to 2023/24 due to resourcing issues
- Attracting and retaining staff due to a tight labour market continues to be a focus for Council

OUR PLANS FOR THE YEAR AHEAD

- Develop the *Legislative Compliance Framework*
- Conduct community consultation on options for a Special Rate Variation
- Improve Customer experience by implementing the *Customer Experience Strategy 2023-2025* including the *Customer Feedback Program*, customer journey mapping and other initiatives
- Adopt and commence implementation of Willoughby City Council's Service Review Framework
- Commence developing a new suite of integrated planning and reporting documents
- Undertake a comprehensive review of *Asset Management Plans* Preparing for the Local Government elections in September 2024
- Undertake audits across all property asset categories to capture or validate essential asset data and information
- Implement the *Risk Management Framework*
- Continue implementing the final phase of our corporate systems improvement project (CONNECT), including systems for planning processes, property and asset rating, property and land management, rates and accounts receivable, customer request management and a customer portal





C O R P O R A T E G O V E R N A N C E

Our Councillors

CURRENT MAYOR AND COUNCILLORS



BOTTOM ROW L-R: Cr Roy McCullagh, Mayor Tanya Taylor, Cr Craig Campbell. **SECOND ROW:** Cr Anna Greco, Cr Georgie Roussac, Cr Jam Xia. **THIRD ROW L-R:** Cr Hugh Eriksson, Cr Robert Samuel, Cr John Moratelli. **TOP ROW:** Cr Angelo Rozos, Cr Brendan Zhu, Cr Sarkis Mouradian, Cr Nic Wright.

Mayor Tanya Taylor

9777 1001
tanya.taylor@willoughby.nsw.gov.au

Middle Harbour Ward

Cr Robert Samuel
0417 027 139
robert.samuel@willoughby.nsw.gov.au

Angelo Rozos
0481 033 441
angelo.rozos@willoughby.nsw.gov.au

Cr Sarkis Mouradian
0459 927 279
sarkis.mouradian@willoughby.nsw.gov.au

Naremburn Ward

Cr Georgie Roussac
0459 879 379
georgie.roussac@willoughby.nsw.gov.au

Cr Nic Wright
0481 033 442
nic.wright@willoughby.nsw.gov.au

Cr Anna Greco
0459 866 064
anna.greco@willoughby.nsw.gov.au

Sailors Bay Ward

Cr Hugh Eriksson
0409 361 268
hugh.eriksson@willoughby.nsw.gov.au

Cr John Moratelli
0490 132 893
john.moratelli@willoughby.nsw.gov.au

Cr Roy McCullagh
0459 879 374
roy.mccullagh@willoughby.nsw.gov.au

West Ward

Craig Campbell
0413 363 648
craig.campbell@willoughby.nsw.gov.au

Deputy Mayor - Cr Brendon Zhu
M: 0433 378 490
brendon.zhu@willoughby.nsw.gov.au

Cr Jam Xia
0406 661 231
jam.xia@willoughby.nsw.gov.au

The role of our elected council

We operate under the *Local Government Act 1993*. Our elected council is responsible for providing leadership, monitoring the organisation's performance, overseeing the allocation of resources and determining policies.

Decision making

COUNCIL MEETINGS

Our formal decision-making processes are conducted through council meetings. Meetings are held in line with our *Code of Meeting Practice*.

CODE OF CONDUCT

The *Willoughby City Council Code of Conduct 2020* applies to our Councillors and staff. The Code provides an overview of responsibilities and includes guidelines for rules of conduct, decision making and the use of resources. Council reaffirmed the *Code of Conduct 2020* in November 2022.

COMMUNITY ENGAGEMENT POLICY AND STRATEGY

Council has a deep commitment to involve the community in our decision-making process. We believe that this engagement strengthens our decisions.

During February and March 2023, we sought feedback on a revised *Community Engagement Policy* and new *Community Engagement Strategy*. Approximately 94 people participated in the process, with six different surveys filled out and 87 comments collected. After considering and responding to feedback received, these documents were adopted in May 2023.

The Policy and Strategy comprise two out of the three elements of Council's *Community Engagement Framework*.

The Policy outlines Council's engagement principles and defines elements of the Council's *Community Engagement Framework* and internal roles and responsibilities. The Strategy is a *NSW Local Government Act* requirement and explains how we undertake general local government engagement matters, including non-statutory strategic planning matters (such as centre, precinct or sector studies).

Implementation of the *Community Engagement Strategy* in 2022/23 has included:

- Introduction of a monthly newsletter to all Have Your Say subscribers
- Purchase of a branded street stall and other marketing collateral to support outdoor engagement activity
- Review of the Have Your Say engagement portal, including a redesign of the home page to make it easier to search for current and historic engagement projects

The third element of the *Community Engagement Framework* is the *Community Participation Plan*, which explains how we undertake engagement on statutory planning and development matters. This is being reviewed in 2023/24.

ADVISORY COMMITTEES

Council supports and maintains seven advisory committees formed from members of the community. Meetings of all advisory committees are open to the public.

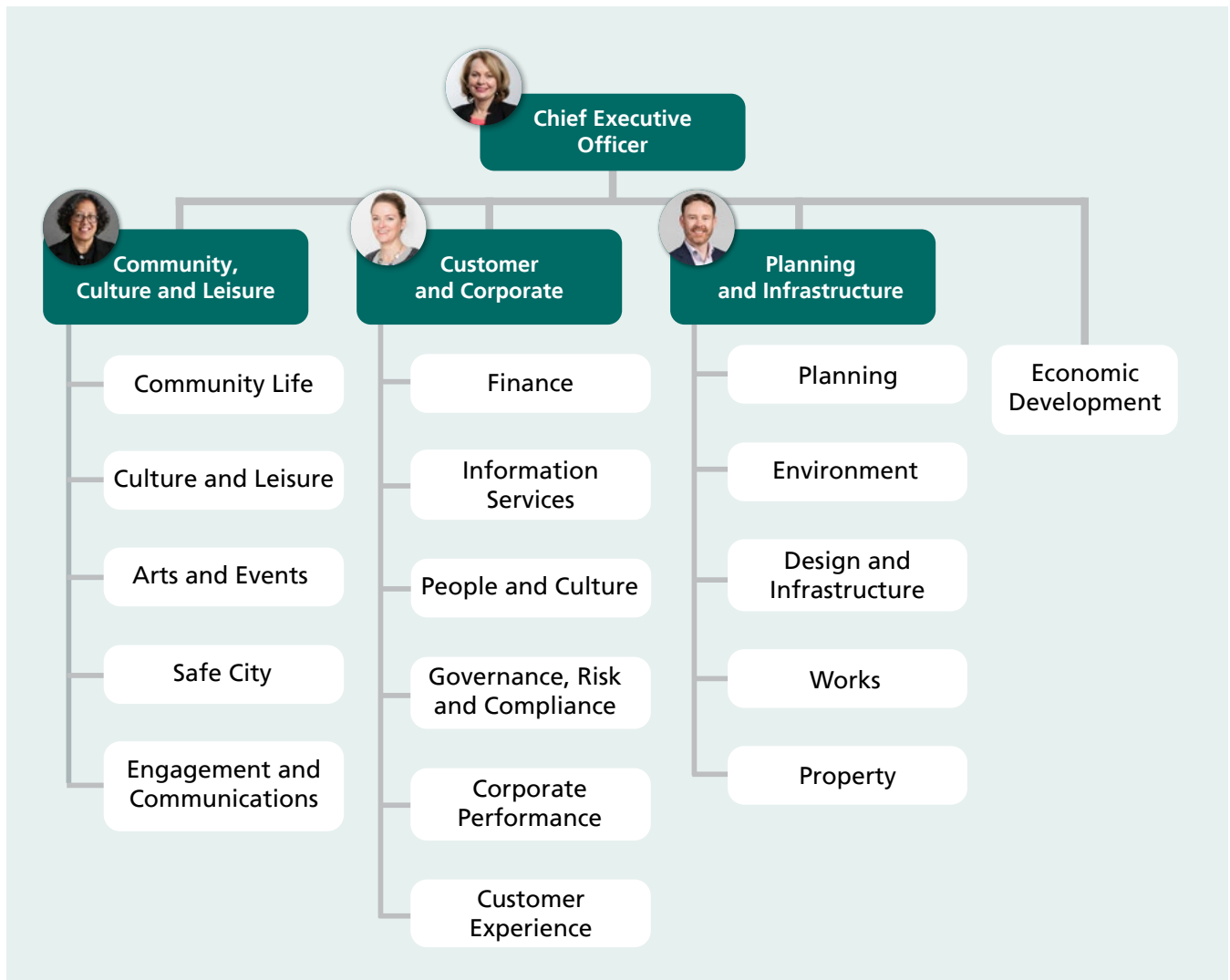
Each committee operates under terms of reference that include the purpose and objectives of the committee and is guided by *Council's Advisory Committees Policy*.

In 2022/23 Council established seven advisory committees:

- Access and Inclusion Advisory Committee
- Active and Integrated Transport Advisory Committee
- Bicentennial Reserve and Flat Rock Gully Advisory Committee
- Built and Cultural Heritage Advisory Committee
- Bushland and Natural Heritage Advisory Committee
- Cultural and Creative Arts Advisory Committee
- Sustainability Advisory Committee

Our Staff

OUR ORGANISATION



HOW WE SUPPORT OUR STAFF

The wellbeing and engagement of our employees is a key priority. To ensure this, our staff are able to access benefits that include:

- Flexible work arrangements including rostered days off, part-time work, flexible working hours, condensed week and working from home/hybrid working arrangements
- A *Learning and Development Framework* and professional development opportunities including training, internal and external workshops, conferences and programs, and educational assistance for tertiary learning
- An employee reward and recognition program that is aligned to our aspirations
- Access to health and wellbeing leave, paid parental leave and domestic and family violence leave
- Access to staff fitness activities, free employee counselling service, free flu vaccinations and health checks, and discounted Willoughby Leisure Centre membership
- Support for employees and their families through our employee assistance program
- Assisted purchase arrangements for laptop/tablet devices and bicycles

Employment type

	2022/23
Permanent full time	296
Permanent part time	48
Casual	10
Fixed term contract	25
Senior staff	4
Contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	13
Apprentice or Trainee	0
Total	396

We are committed to health and wellbeing practices that boost morale and job satisfaction among staff.

Over 150 staff participated in various wellness challenges in 2022/23 taking part in activities to promote fitness and mental wellbeing. R U OK day raised awareness of the importance of mental wellbeing and reaching out to each other.

During the year our employee assistance program expanded to include more online information and assistance across a range of wellness and key areas such as mental health, financial health and physical health. The service also provides free webinars for staff to learn about wellbeing and mental health.

We have also implemented Mental Health First Aid training and training for staff and managers on managing team wellbeing. Staff have also been provided training in mindfulness and resilience at work.

WORKPLACE HEALTH AND SAFETY

Our organisation is responsible for providing the best possible standard of workplace health and safety for all employees, contractors, volunteers and visitors to our premises. We actively promote safe and healthy work practices to reduce accidents, create a safety-conscious culture and ensure continuing compliance.

Lost Time Incident Injury Rate (LTIIR) measures the number of lost time injuries per 100 employees. Our LTIIR for 2022/23 was 0.89 (reduced from 1.52 in 2021/22). This is a significant achievement given our scale and variety of operations.

TRAINING AND DEVELOPMENT

Our *Learning and Development Framework* offers a range of options for our staff. It's designed to empower staff to learn and develop through experience in the workplace, mentoring and coaching by others, and structured courses and conferences. The Framework is linked to our performance conversation process, to ensure leaders and staff are focussed on what is important in their career and development. While training is an essential part of this, the Framework also encourages known, effective ways to learn – namely on-the-job learning. This has seen an increase in internal secondments, acting in higher roles and taking part in projects which develop their skills.

The tight labour market reinforces the need to build staff capability through training and development. We have programs in areas such as compliance, currency building, leadership skills and qualifications for emerging leaders. All staff have access to a range of online learning options, which widens the range of learning and career materials, and the 24/7 nature of online learning allows them to do this at their convenience.

Critical areas of learning this year are aligned to our organisational priorities and included a focus on leadership development, customer experience, corporate systems, onboarding, safety, mental health and wellbeing. Developing our leaders, from executive to emerging leaders, continues to be a priority with a focus on developing core skills of managing performance, conversational intelligence and developing high performing teams.

Ongoing WHS and compliance-based training ensures risk and safety is managed throughout Council. This includes annual training in identified areas such as first aid, traffic management, chemical safety, safety in the workplace, code of conduct, fraud, procurement and cybersecurity.

WORKFORCE PLANNING

Planning for the needs of our current and future workforce is a major focus for us. Our *Workforce Plan 2022-2032*, a component of the *Resourcing Strategy 2032*, will ensure we have the right workforce to sustain a high level of service for years to come.

We are also working to meet the challenge of attracting and retaining staff in a tight labour market with great success in late 2022/23 due to the implementation of dedicated talent acquisition resources. We have also increased our number of graduates and university work experience placements to assist in building potential pipelines of talent. The number of internal secondments to cover vacancies or leave, as well as organisational projects, has also increased to foster internal development and career movement for staff.

For more information visit our website [Resourcing Strategy 2032 | Willoughby City Council \(nsw.gov.au\)](https://www.willoughby.nsw.gov.au)

ENSURING EQUITY AND DIVERSITY IN EMPLOYMENT

We are an Equal Employment Opportunity (EEO) employer committed to providing a workplace that is free from discrimination and harassment. We also provide equal employment opportunities for current and prospective employees.

People and culture policies and procedures are reviewed to ensure they are consistent with these principles. These principles are the cornerstone of our recruitment, selection and development processes. Our *Disability Inclusion Action Plan 2022-2026* includes actions to support the recruitment, election and engagement of staff with a disability. Council's draft *Reconciliation Action Plan* also reflects our commitment to employing and developing our First Nations peoples.

Our commitment to diversity and equality is incorporated in relevant internal training programs. Over the past year, we have provided training and development on a range of topics including considering cultural perspectives in multicultural teams, understanding LGBTQI+ needs and mental health awareness, and we participated in a number of key events for women including International Women's Day and promoting careers and leadership for women in the public sector.

Employee Category and Gender

	Male	Female
CEO	-	100%
Director	33%	67%
Manager	68%	32%
Team leader	60%	40%
Supervisor	37%	63%
Staff	49%	51%

Corporate governance

SETTING STRATEGIC DIRECTION

Our *Future Willoughby 2032, Community Strategic Plan* outlines the desired outcomes for our community. We track progress towards the Plan's goals twice a year.

For more information, you can view the six-monthly delivery program progress report at [Delivery Program and Operational Plan | Willoughby City Council \(nsw.gov.au\)](#)

POLICY DEVELOPMENT AND REVIEW

Council policies are public statements formally adopted by Council and state our requirements in relation to particular matters or issues. The following policies were reviewed or developed in 2022/23:

- *Advisory Committees Policy and Model Terms of Reference*
- *Code of Conduct*
- *Community Use of Sports Facilities Policy*
- *Council-related Development Application Policy*
- *Code of Meeting Practice*
- *Mayor and Councillor's Expenses and Facilities Policy*

More information on our policies can be found on our website at [Policies | Willoughby City Council \(nsw.gov.au\)](#)

PLANS AND STRATEGIES

New and amended plans and strategies adopted in 2022/23 include:

- *Community Engagement Strategy*
- *Customer Experience Strategy 2023-2025*
- *Northern Sydney Regional Waste Strategy 2022*
- *Reconciliation Action Plan*
- *Fraud and Corruption Prevention Plan*
- *Disability Inclusion Action Plan 2022-26*
- *Urban Bushland Plan of Management 2022*
- *Synthetic Sportsground Management Plan and Community Use of Sports Facilities Policy 2023*
- *Local Environment Plan (LEP) and Development Control Plan (DCP)*

ETHICAL AND RESPONSIBLE DECISION MAKING

HIGH STANDARDS OF CONDUCT

We foster a culture that strongly values ethical behaviour, integrity, honesty and professionalism throughout the organisation.

Our aspirations of lead, learn, care, share and deliver guide how we behave, act and communicate with the community and each other, every day.

In our most recent Employee Survey, conducted by an independent external firm, 80% of our employees agreed or strongly agreed that Council was ethical, and 88% said they believed in the overall purpose and values of the Council. These were 11% higher than the survey's local government industry benchmark. The survey also found staff rated Council highly in terms of how we manage matters of bullying and abusive behaviour and believed that discrimination was not tolerated in the organisation. 78% of staff agreed or strongly agreed that staff treat each other with respect, which was 18% higher than the industry benchmark.

Our Code of Conduct governs staff and elected councillors in their day-to-day activities, decisions and dealings with customers, colleagues and stakeholders. Staff must follow the Code of Conduct Policy and procedures, and it guides how to manage actual and perceived conflicts of interest.

We are committed to preventing corrupt conduct by implementing and regularly reviewing a range of strategies to avoid, detect and investigate corrupt conduct. This includes training on the code during the induction for new employees.

PROTECTING PRIVACY

We are committed to protecting an individual's privacy when we collect, store, use and disclose personal information. When dealing with private and personal information, we apply the principles and obligations within the *Privacy and Personal Information Act 1998*.

Our *Privacy Management Plan* outlines how we observe and adhere to privacy legislation and manage personal information held throughout the organisation.

COMPLIANCE MANAGEMENT

While our main functions fall under the *Local Government Act 1993*, we have powers and obligations under a number of other acts, including:

- *Companion Animals Act 1998*
- *Copyright Act 1968 (Commonwealth)*
- *Crown Land Management Act 2016*
- *Disability Discrimination Act 1992 (Commonwealth)*
- *Environmental Planning and Assessment Act 1979*
- *Protection of the Environment Operations Act 1997*
- *Modern Slavery Act 2018*
- *Food Act 2003*
- *Government Information (Public Access) Act 2009*
- *Human Rights and Equal Opportunity Act 1992 (Commonwealth)*
- *Privacy and Personal Information Protection Act 1998*
- *Protected Disclosures Act 1994 and Work and Health Safety Act 2011*

We also have a significant number of other compliance obligations including Office of Local Government directions, standards, and codes.

PROBITY IN PROCUREMENT, CONTRACTS AND TENDERING

The *Local Government Act 1993* requires councils to prepare, approve and comply with a procurement policy. Our *Procurement Policy* outlines how to act in a transparent and fair manner when purchasing goods, services and works by Council and dealing with contracts and tendering.

We have internal controls in place including internal delegations and accountabilities, monitor compliance with policy requirements, and train employees on managing conflicts of interest, to help ensure probity and fairness in procurement.

Visit our website for more information on tenders and contracts issued by Willoughby City Council. [Tenders and contracts | Willoughby City Council \(nsw.gov.au\)](#)

AUDIT AND RISK

AUDIT, RISK AND IMPROVEMENT COMMITTEE

Council established the Audit, Risk and Improvement Committee (ARIC) under Section 428A of the *Local Government Act 1933*. The ARIC provides advice on

Council's audit, governance, risk management and business improvement related matters, and during 2022/23, they met on six occasions.

ARIC meeting minutes are reported through Council meetings and can be accessed via our website at [General Council Meetings | Willoughby City Council \(nsw.gov.au\)](#)

INTERNAL AUDIT

During the year, we established our Internal Audit function in line with The Guideline for Risk Management and Internal Audit for Local Government in NSW. The Guideline was issued under Section 23A of the *Local Government Act 1993* and is expected to come into effect on 1 July 2024. Our internal audit function provides an independent, objective assurance and advisory service to Council by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The ARIC provides advice and oversees reports on the internal audit program.

EXTERNAL AUDIT

A private firm appointed by the Audit Office audits our financial statements annually. It provides an independent opinion on whether our financial statements are true and fair and comply with Australian accounting standards. Council received an unqualified statement from the Audit Office for the 2022/23 financial statements.

FRAUD AND CORRUPTION PREVENTION

We are committed to implementing and maintaining fraud and corruption controls and meeting all legislative compliance obligations.

This year we reviewed and updated our *Fraud and Corruption Prevention Policy and Plan* and continue to raise awareness of fraud risk and fraud control responsibilities through:

- A fraud and corruption prevention training program for staff
- An internal reporting process for the management of public interest disclosures
- A fraud and corruption prevention policy and fraud and corruption prevention plan
- Risk treatments as appropriate

DISCLOSURE

ACCOUNTABILITY AND TRANSPARENCY

We regularly inform the public on our performance and expenditure of funds through monthly investment reports, quarterly budget reviews, six-monthly progress reports on the Delivery Program and the Annual Report.

OPEN ACCESS INFORMATION

We comply with the *Government Information (Public Access) Act 2009* (GIPA). Under the GIPA Act, certain documents are available on our website or for inspection free of charge at our Customer Service Centres. Information not already available at these two locations can be obtained by submitting an informal or formal request for the release of government information under the GIPA Act. These requests are accepted unless there is an overriding public interest against the disclosure.

Visit our website for more information [How to access information | Willoughby City Council \(nsw.gov.au\)](#)

PUBLIC INTEREST DISCLOSURES

Our councillors and staff are encouraged to report what they believe to be serious wrongdoings within the organisation. We are required under the *Public Interest Disclosure (PID) Act 2013* to collect and report on information about public interest disclosures. No disclosure was made for the 2022/23 period.

A comprehensive review of our *PID Policy* and *PID Plan* was undertaken, in line with the new PID Act 2022 that takes effect from 1 October 2023.

Our disclosures coordinator and disclosures officers are responsible for receiving public interest disclosures.

View our *Public Interest Disclosure Policy* on our website [Public Interest Disclosures Policy | Willoughby City Council \(nsw.gov.au\)](#)

MANAGING GIFTS AND BENEFITS

Councillors and staff may be offered gifts. We manage the response to the offer of gifts and benefits through our Code of Conduct and by maintaining a gifts and benefits register.

RECOGNISING AND MANAGING RISK

Our *Risk Management Framework* is embedded in our strategic and operational policies and practices including project management to identify, assess and manage our risks. We maintain and regularly review our risk registers for key strategic, operational and significant project risks.

We investigate existing and known risks, as well as risks that have not yet materialised into consequences potentially impacting on people, property, the environment or our operations. Pre-emptive treatment of these risks is an essential component of our comprehensive risk management process. In the event of business and operational disruptions, arrangements are in place to minimise these impacts to resume our service delivery and operations as soon as practicable.

We also manage our risks prudently by obtaining adequate and cost-effective insurance coverage provided by Civic Risk Mutual, as a form of risk transfer or protection against a range of unforeseen losses from insurable events. We initiate risk management responses when we receive information from our stakeholders, including members of the public and employees. Over the past year, our insurer conducted an audit of our *Risk Management Framework* and assessed our practices as 'proficient', which is the second highest rating on the scale. This result demonstrates our commitment to continue to progress and increase maturity in risk management practices.

A review of our enterprise-wide *Risk Management Framework*, encompassing our *Risk Management Policy*, risk appetite statements, risk management methodology and procedures, was endorsed by the ARIC and the Council Executive this year. These have been updated to align to relevant industry risk management standards and will be presented to Council for approval in October 2023. Implementation of risk management is facilitated by Governance, Risk and Compliance and overseen by ARIC to reinforce our ongoing commitment to a positive risk culture and enable broad consistency across our risk management activities.



**STATUTORY
INFORMATION**

Statutory information

This section contains further legislative information we are required to disclose.

OVERSEAS VISITS

No paid overseas visits were undertaken by councillors, staff or other persons representing Willoughby City Council.

MAYOR AND COUNCILLOR ALLOWANCES, FEES AND EXPENSES

Councillors receive an annual allowance set by the remuneration tribunal. This allowance is paid in recognition of the demands placed on councillors in carrying out their civic duties.

In addition, the Mayor is entitled to receive a mayoral allowance, and reimbursement of reasonable expenses incurred when attending functions or performing duties in the role of the Mayor.

The allowances and fees are below.

Allowances and fees	Amount (\$)
Mayoral allowance	71,300
Councillors' fees and allowances	348,920
Total	420,220

Councillors incur expenses in the course of fulfilling their roles. Councillors are entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Councillors are also entitled to receive facilities such as a computer and printer for council business purposes, stationery and refreshments at council meetings. Our *Mayor and Councillor Expenses and Facilities Policy* outlines these benefits.

Councillor expenses	Amount (\$)
Office equipment	409.00
Communications	12,761.43
Conference and seminars	10,746.65
Training and provision of skills development	30,632.74
Accommodation and other out-of-pocket travelling expenses	7,315.13
Accommodation and other out-of-pocket travelling expenses – Overseas	Nil
Expenses of person(s) who accompanied a councillor in the performance of his/her civic functions	Nil
Carer	292.12
Total	62,157.07

You can see the Policy at willoughby.nsw.gov.au

MODERN SLAVERY STATEMENT

Under Section 428 (4) of the *NSW Local Government Act 1993*, Council is required to publish this Modern Slavery Statement.

The statement demonstrates our commitment to combatting modern slavery. It outlines the measures implemented during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

a) Statement regarding action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue:

The Commissioner did not raise any concerns regarding Council's operations.

b) Statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018* (NSW):

Council undertook the following initiatives to mitigate the potential risk of modern slavery within our operations and supply chain:

- We developed guidelines and informative factsheets to educate our staff on recognising and addressing modern slavery
- Established an internal webpage to serve as a central source of information for staff
- Updated tender and quotation templates that require suppliers to submit modern slavery returnable schedules. These disclosures now form part of the evaluation criteria when we select suppliers
- Integrated modern slavery clauses into Council's contract terms. This step ensures that suppliers are contractually obligated to adhere to our anti-modern slavery commitment
- Distributed a modern slavery survey to 570 suppliers and completed a high-level risk assessment based on their responses. Suppliers identified as high risk will undergo regular reviews to ensure compliance



CONTRACTS AWARDED

Purchasing decisions are made under Section 55 of the *Local Government Act 1993*. The major contracts and agreements (>\$150,000 each) below were awarded.

Contractor	Goods and services supplied	Amount (\$)
JJ Richards and Sons Pty Ltd	Waste, Recyclables, Organics and Bulky Waste Collection Services	\$75,473,423
Belmadar Pty Ltd	Construction - Willoughby Leisure Centre Major Pool Upgrade	\$36,613,983
TST Property Services Pty Ltd	Provision of Cleaning Services	\$9,267,526
CA&I Pty Ltd	Construction - Artarmon Town Centre and Civic Plaza Improvement	\$8,183,922
Structus Pty Limited	Construction - Artarmon Parklands Pavilion	\$1,538,624
Cleanaway Pty Ltd	Waste Disposal Services	\$1,200,000
TMA Technology (Australia) Pty Ltd	Access Control Equipment Upgrade and Ongoing Maintenance - The Concourse Car Park	\$1,178,756
Australian Parking And Revenue Control Pty Limited	Parking Meter Maintenance Service	\$1,100,000
Evolve Housing Limited	Services - Management of Affordable Housing	\$478,225
RDO Equipment Pty Ltd	Vacuum Excavator Truck	\$450,439
Inter-Chillers Pty Ltd	Air Conditioning Upgrade - Kids Cottage	\$261,955
Automatic Heating Global Pty Ltd	Replacement of Hot Water System - Willoughby Leisure Centre	\$249,324
Silver Raven Pty Ltd	Construction of Retaining Wall - Cawarra Road, Middle Cove	\$217,140
JHA Consulting Engineers (NSW) Pty Ltd	Engineering Consultant - Victor Street Refurbishment	\$202,420
Group GSA Pty Ltd	Interior Design Consultant - Victor Street Refurbishment	\$202,400
Never Stop Water Harvesting Pty Ltd	Field Renovation - Alan Hyslop Oval, Willoughby Park	\$193,649
Go Gardening Pty Ltd	Playground Upgrade Landscape Construction - Bales Park	\$193,534
James Bennett Pty Ltd	Library Books and Processing	\$180,345
APP Corporation Pty Limited	Project Management Services - Victor Street Refurbishment	\$178,052
Lyall & Associates Pty Ltd	Consultant for Floodplain Risk Management Study and Plan - Scotts Creek	\$175,945
Byrne Civil Engineering Constructions Pty Ltd	Subsoil Drainage Works - Willis Futsal Courts	\$165,402
Randstad Pty Limited	Community Liaison Officer - Artarmon Town Centre	\$160,000
TOTAL		\$137,865,064*

*Totals rounded to the nearest dollar.

LEGAL PROCEEDINGS AND COSTS

During 2022/23, we incurred legal costs for the legal proceedings below.

Matter	Property/Type of Matter	Status	Fees Paid Jul 22- Jun 23	Legal Cost Recovery (Expected/ Paid)
LAND AND ENVIRONMENT COURT				
LEC 2020/270766	Thirdi Castle Cove Pty Ltd 12 and 19 Amaroo Ave DA-2019/50 Class 1 proceedings against refusal of Development Consent proposing seniors housing facility comprising 15 independent living units, associated parking and landscaping.	Matter resolved.	\$3,047	N/A
LEC 2022/273498	43 Donnelly Road, NAREMBURN DA 2021/340 Class 1 Appeal against Refusal of DA for Mixed use development comprising the demolition of existing school building, additions to St Leonards Church comprising parish hall and presbytery, construction of multi dwelling housing, conversion of existing presbytery to a dwelling and construction of a dwelling house, conversion of existing presbytery to a dwelling and construction of a dwelling house at 43 Donnelly Road, NAREMBURN.	Ongoing at end of reporting period.	\$130,882	N/A
LEC 2022/282647	46, 48 and 48A Eastern Valley Way, Northbridge - DA 2021/123 Class 1 Appeal against refusal for Demolition of existing dwellings and structures, amalgamation of lots, construction of residential flat building consisting of seven (7) apartments and additional three (3) storey multi-dwelling building consisting of seven (7) dwellings, car parking, landscaping and associated works.	Matter resolved.	\$50,205	N/A
LEC 2021/169065	58-60 Eastern Valley Way, Northbridge DA-2021/90 Class 1 appeal against deemed refusal of DA for residential flat development.	Matter resolved.	\$109,092	N/A
LEC 2022/106466	58-60 Eastern Valley Way, Northbridge DA-2021/90 S56A Appeal.	Matter resolved.	\$41,565	N/A



Matter	Property/Type of Matter	Status	Fees Paid Jul 22- Jun 23	Legal Cost Recovery (Expected/ Paid)
LEC 2022/189031	83-87 Edinburg Road Castlecrag DA 2021/309 Class 1 Appeal against deemed refusal of DA for a shop top housing development consisting of business premises at ground floor, residential apartments above and basement car parking.	Matter resolved.	\$20,648	N/A
LEC 2021/168727	16 Johnson St, Chatswood Class 1 appeal against refusal of the Building Information Certificate and a Class 4 action against a compliance order issued for 16 Johnson Street, Chatswood regarding the unauthorised conversion of a garage for habitable purposes.	Matter resolved.	\$3,818	N/A
LEC 2021/327253	962 Pacific Highway DA 2021/23 Class 1 Appeal against deemed refusal of converting existing illuminated signage to digital and associated works.	Matter resolved.	\$24,573	N/A
LEC 2022/217627	962 Pacific Highway DA 2021/23 S56A Appeal.	Matter resolved.	\$5,568	N/A
LEC 2021/292505	131 Sailors Bay Road Class 4 DA-2020/238.	Matter resolved.	\$33,430	N/A
LEC 2022/142088	282 Victoria Avenue, Chatswood DA 2022/95 Class 1 Appeal against deemed refusal for alterations/additions to part of existing building to provide mixed use building.	Matter resolved.	\$56,331	\$27,273
LEC 2022/142105	284 Victoria Avenue, Chatswood Class 1 Appeal – Deemed Refusal – DA2022/2 for demolition of existing structures, excavation and construction of 4 storey retail and commercial premises with 5 levels of basement car parking, loading dock, storage and associated works.	Matter resolved.	\$37,005	\$27,273
LEC 2022/282616	6 View Street, Chatswood Class 1 Appeal-Deemed Refusal Modification application DA-2019/57/A for modifications to Court approved boarding housing including amendment to Condition 2 of deferred commencement and deletion of Condition 3 at 6 View Street, Chatswood.	Ongoing at end of reporting period.	\$7,035	N/A

Matter	Property/Type of Matter	Status	Fees Paid Jul 22- Jun 23	Legal Cost Recovery (Expected/ Paid)
LEC 2022/225890	452 - 460 Willoughby Road and 1A - 27 Walter Street, Willoughby DA 2021//00 and DA 2021/300/A Lodged: 02/08/2022.	Matter resolved.	\$24,157	N/A
LEC 2022/370718	WCC ats BM Chatswood Pty Ltd - Class 1 LEC 2022/370718.	Ongoing at end of reporting period.	\$24,373	N/A
LEC 2022/343917	WCC ats Wilbec Chatswood Pty Ltd - Class 1 LEC 2022/343917.	Ongoing at end of reporting period.	\$96,867	N/A
LEC 2022/386077	WCC ats Metro NSWSPV 26 Pty Ltd - Subdivision Land and Environment Court Proceedings 2022/386077 Class 1 Appeal – Deemed Refusal of DA 2022/228.	Ongoing at end of reporting period.	\$18,952	N/A
LEC 2022/386101	WCC ats Metro NSWSPV 26 Pty Ltd - Demolition Land and Environment Court Proceedings 2022/386101 Class 1 Appeal – Deemed Refusal of Demolition of existing auxiliary buildings unit A, C and D, partial demolition of Unit B.	Ongoing at end of reporting period.	\$17,665	N/A
LEC 2023/42161	DA 2022/367, 97 Ashley St, Roseville – Deemed Refusal – DA-2022/367.	Matter resolved.	\$11,381	N/A
LEC 2023/80448	DA-2022/331, 10 Willis Rd, Castle Cove – Deemed Refusal – DA-2022/231.	Ongoing at end of reporting period.	\$8,500	N/A
LEC 2023/92319	DA-2022/306, 47 Upper Cliff Ave, Northbridge – Deemed Refusal – DA-2022/306.	Ongoing at end of reporting period.	\$8,308	N/A
LEC 2023/115353	Katherine McKenna – Class 1 Appeal – 26 Narooma Road, Northbridge Deemed Refusal of modification application DA-2022/314/A.	Ongoing at end of reporting period.	\$5,785	N/A
LEC 2023/152289	Mackenzie Architects Int'l Pty Ltd – Class 1 Appeal – Refusal of DA-2021/190.	Ongoing at end of reporting period.	\$6,923	N/A
Class 4 Enforcement Proceedings Essa and Wang Pty Ltd	88A Hampden Road, Artarmon Class 4 Proceedings against non-compliance with Brothel Closure Order.	Draft affidavit and summons for instructions to file currently in process.	\$9,372	N/A
Commencing Class 4 Korosh and Soussan Imani	142 Deepwater Road, Castlecove Order for the removal of third dwelling at the premises.	Ongoing. Council's solicitors are currently negotiating with owners about an application for a Building Information Certificate.	\$1,909	N/A
Total			\$757,391	\$54,545

Matter	Property/Type of Matter	Status	Fees Paid July 22- June 23	Legal Cost Recovery (Expected/ Paid)
LOCAL COURT				
Court election of a Penalty Notice to the Local Court	Passion Building Pty Ltd Prosecution for breach of Development Consent. Development not according to consent - class 1a or 10 building – Corporation’ which is against s4.2(1)(b) of the EPA Act.	The matter was sentenced on 3 February, 2023 with the magistrate awarding a Fine of \$15,000.00 and contribution to Council’s costs of \$5,900.00.	\$5,602	\$5,900
Local Court	Richard Crookes Constructions Pty Ltd.	Court appearance to withdraw matter.	\$7,855	N/A
Local Court	Beiyong Chai-44 Millwood Ave, Chatswood Carry out specified development prohibited on land which is against s4.3(a) of the EPC Act.	The matter was closed on 24 January 2023 with payment of a fine of \$3,000 and contribution to Council’s cost of \$2,000.	\$7,065	\$2,000
Local Court	B Tech Construction Pty Ltd.	N/A	\$1,037	N/A
Court election of a Penalty Notice to the Local Court	Victor Kline	Defendant to pay the Council’s costs in the sum of \$4,000.	\$5,826	\$4,000
Local Court	Victor Kline	N/A	\$5,826	N/A
Local Court	DIANA STURAT-95 ARTARMON ROAD, ARTARMON-LEC 2023/125803 To obtain a Court Order to access and carry out cleaning work.	Council secured a Court Order on 14 July 2023. Waste must be removed from the property by no later than 14 September, 2023.	\$6,304	N/A
Total			\$33,689	\$11,900

Matter	Property/Type of Matter	Status	Fees Paid July 22- June 23	Legal Cost Recovery (Expected/ Paid)
FEDERAL COURT				
The Owners – Strata Plan No 87231 v 3A Composites GmbH and Halifax Vogel Group Pty Ltd, Federal Court of Australia.	Council is participating as a Funded Group Member in the Alucobond Combustible Cladding Class Action in relation to Alucobond installed at The Concourse.	The matter is listed for hearing for eight weeks commencing 26 August 2024.	Nil	N/A

Matter	Property/Type of Matter	Status	Fees Paid July 22- June 23	Legal Cost Recovery (Expected/ Paid)
SUPREME COURT OF NSW				
JLT Risk Solutions (formerly known as Jardine Lloyd Thompson Pty Ltd)	Council was participating as a Funded Group Member in the Richmond Valley Council v Jardine Lloyd Thompson Pty Ltd Class Action in relation to recovering losses and damage from being charged excessive insurance premiums and fees.	In December 2022 the Federal Court found in favour of the insurance brokers, JLT. The lawyers pursuing the matter on behalf of the impacted councils determined that the prospects of overturning that decision on appeal were low and so the matter is now at an end.	Nil	N/A

Matter	Property/Type of Matter	Status	Fees Paid July 22- June 23	Legal Cost Recovery (Expected/ Paid)
NSW DISTRICT COURT				
Mr J Hooper	Defamation proceedings.	The matter returns to Court on 15 September 2023 at which time the future conduct of the proceedings are expected to be determined.	Nil	N/A

WORKS CARRIED OUT ON PRIVATE LAND

In 2022/23, no works on private land were undertaken under Section 67 of the *Local Government Act 1993*.

ENVIRONMENTAL UPGRADE AGREEMENTS

No environmental upgrade agreements were entered into by Council in 2022/23.

PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

Partnering with other organisations and groups is an efficient way for us to offer services and deliver projects. We were a party to the partnerships, cooperatives and joint ventures below.

Program	Description
Aboriginal Heritage Program	Joint venture between Lane Cove, North Sydney, Ku-ring-gai, Strathfield, Northern Beaches, and Willoughby councils, and the Department of the Environment and NSW Heritage Office to effectively manage and preserve Aboriginal heritage sites across the participating government areas.
Dougherty Apartments Retirement Housing Project	A Company Limited by Guarantee, membership comprising Willoughby City Council and NSW Department of Housing. The Apartments, at No 1 Victor Street, Chatswood, is a 168-bed aged care facility that provides a mixture of accommodation with residential care rooms, a dementia wing and retirement units.
North West Metropolitan Region Emergency Management Committee	This committee manages the arrangements for the prevention of, preparation for, response to, and recovery from emergency situations in the North West Emergency Management Region of Sydney.
Northern Sydney Councils Waste Services Alliance	A waste processing and disposal participation agreement between Willoughby, North Sydney, Ku-ring-gai, Lane Cove, Hunters Hill and Ryde councils, setting out how the councils will make decisions about the procurement and management of a joint municipal solid waste processing and disposal contract.
Northern Sydney Regional Organisation of Councils	A member organisation representing issues in local government for the northern Sydney area comprising of eight councils including Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Ryde and Willoughby. In 2022 Hunter's Hill, Ku-ring-gai, Lane Cove, Ryde and Willoughby councils funded research into food organics waste services.
StateCover	StateCover is a company providing workers' compensation insurance cover to the NSW local government industry and specifically councils.
CivicRisk Mutual	A mutual of a number of councils with the objective of reducing insurance costs, improving efficiency in risk management operations and sharing risk management strategies.
Sydney Coastal Councils Group	The group comprises nine councils. It promotes coordination on environmental issues and sustainable management of the urban coastal environment.
Willoughby/Lane Cove Local Emergency Committee	This committee oversees the preparation, response and recovery for emergencies which require a significant and coordinated response at the local level. It operates under the provisions of the <i>State Emergency and Rescue Management Act, 1993</i> .
Hi Neighbours	<p>A joint project delivered with Lane Cove Council to promote neighbour connections and reduce social isolation among high rise apartment residents. The project was launched in August 2022 and has since connected over 500 residents across two Chatswood apartment sites.</p> <p>The project aims to create cohesive, friendly 'vertical communities' by encouraging residents to get to know each other and participate in shared activities.</p> <p>The project has been a great success and has been praised by residents for helping to create a more connected and friendly community. It also won a Highly Commended Award for Community Development at the 2023 NSW Local Government Excellence Awards. Hi Neighbours was funded by the NSW Department of Premier and Cabinet.</p>
Better Business Partners	Better Business Partnership is a free business sustainability program funded by Ku-ring-gai, North Sydney and Willoughby City councils to promote and support small and medium sized businesses to be more successful through sustainability.
Naremburn SES (Willoughby Council/ Lane Cove Council)	Jointly funded State Emergency Services facility at 25 Station Street Naremburn.

FUNCTIONS DELEGATED TO EXTERNAL BODIES

We did not delegate functions to any external bodies during 2022/23.

CONTROLLING INTEREST IN COMPANIES

We have no controlling interests in any companies.

SENIOR STAFF REMUNERATION

The total amount of money payable in respect to the employment of senior staff, including money payable for salary, the provision of fringe benefits, and for all other costs associated with their employment, was \$1.34m.

The total remuneration packages for our senior staff for 1 July 2022 to 30 June 2023 was:

Position	Total remuneration (\$)
Chief Executive Officer	\$429,004
Senior Staff	\$914,811
Total	\$1,343,815

STORMWATER MANAGEMENT

We levied an annual charge for stormwater management services. The levy funded the following projects in 2022/23:

- Stormwater design and investigation at Rohan St, Naremburn for a new system at Willoughby Road, Naremburn
- Stormwater design and construction at Hampden and Broughton Road, Artarmon
- Stormwater design and construction at Goodchap and Mowbray Road, Chatswood
- Stormwater repair design and overflow construction at Flat Rock Gully Reserve, Naremburn
- Stormwater renewal relining program, Wilfred Avenue, Chatswood

COASTAL PROTECTION SERVICES

We do not levy an annual charge for coastal protection services.

FISHERIES MANAGEMENT ACT 1994 AND THREATENED SPECIES CONSERVATION ACT 1995

We are not identified in any recovery or threat abatement plan under the *Fisheries Management Act 1994* and *Threatened Species Conservation Act 1995*.

COMPANION ANIMAL MANAGEMENT

Our rangers work with the community to protect residents, their pets and the natural environment by enforcing the *Companion Animal Act 1998*. The information in this section is reported to the Office of Local Government under its guidelines.

We spent \$51,912.12 on companion animal activities this year.

Over the past year, we received 73 reports of alleged dog attacks, and all substantiated dog attacks were reported to the Office of Local Government within 72 hours of being reported to us. Only dog attacks reported to us are included in this figure.

As a result, 33 companion animals were impounded in Council's Animal Rehoming Centre in Blacktown. This centre has a 'no kill' policy, and animals are either adopted from this shelter or fostered until a permanent home can be found. Non-desexed pets that are impounded are desexed before being rehomed. Animals with behavioural issues or significant health issues which make them unsuitable for rehoming, are euthanised.

Council provides brochures on the responsibilities of pet ownership to owners of newly registered animals. This information is also available from our website and Customer Service Centre.

We provide 12 parks with off-leash areas where dogs can be exercised, and dog litter disposal bags are available in selected exercise areas. Our rangers regular patrol public places to ensure dog owners comply with the Act.

ACTIVITIES FUNDED VIA A SPECIAL RATES AND LEVIES VARIATION

There were no activities funded via a special rate variation of general income for Willoughby City Council in 2022/23, as per the Special Rate Variation Guidelines 7.1.

RATES AND CHARGES WRITTEN OFF

Rates and charges totalling \$413,510 were written off this financial year.

ACCESS APPLICATIONS

Section 125 of the *Government Information (Public Access) Act 2009* (GIPA Act) requires us to report in detail on the handling of access applications. This statement is in line with GIPA reporting requirements.

A total of 107 access applications were received during the reporting year (including withdrawn applications but not including invalid applications).

The number of applications received and refused are shown in the tables below.

Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	24	1	0	1	1	1	0	7	35	33%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	1%
Members of the public (by legal representative)	3	1	0	1	0	0	0	2	7	7%
Members of the public (other)	44	2	4	6	0	1	0	7	64	60%
Total	72	4	4	8	1	2	0	16	107	
% of total	67%	4%	4%	7%	1%	2%	0%	15%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

Number of applications refused	Wholly	Partly	Total
Number of applications refused	4	4	8
% of total	3.73%	3.73%	7.46%

Number of applications by request type and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications ¹	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	72	4	4	8	1	2	0	16	107	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	72	4	4	8	1	2	0	16	107	
% of total	67%	4%	0%	6%	1%	1%	0%	15%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

¹ A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Invalid applications

Reason for invalidity	Number of applications	% of total
Application does not comply with formal requirements (Section 41 of the Act)	1	100%
Application is for excluded information of the agency (Section 43 of the Act)	0	0%
Application contravenes restraint order (Section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	0	0%

Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

There were no matters where conclusive presumption of overriding public interest against disclosure was applied.

Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	No of times consideration used*	% of total
Responsible and effective government	2	22%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	5	56%
Business interests of agencies and other persons	2	22%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	9	

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

Timelines

	No. of times consideration used*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	31	29%
Decided after 35 days (by agreement with applicant)	76	71%
Not decided within time (deemed refusal)	0	0%
Total	107	

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	1	0%
Internal review following recommendation under section 93 of Act	1	0	1	100%
Review by NSW Civil and Administrative Tribunal	0	0	0	50%
Total	1	0	1	
Total	100%	0%		

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Applications for review under Part 5 of the Act (by type of applicant)

	No. of applications for review	% of total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

APPLICATIONS TRANSFERRED TO OTHER AGENCIES

There were no applications transferred to other agencies by any agency or applicant.

PLANNING AGREEMENTS

The following planning agreements were in force during the 2022/23 financial year.

Executed Date	Land subject of agreement	Parties to agreement	Description of agreement (including any amendment)	Description of development	Status / Notes
23 Aug 2022	613-627 Pacific Highway, Chatswood	HC Nelson Pacific P/L	The developer to provide \$3,214,606 monetary contribution in 3 instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2021/4 Amend the WLEP to rezone the land from B5 Business Development to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of 1st instalment paid in Jan 2023. 2nd instalment is not yet due.
20 Oct 2022	629-639 Pacific Highway, Chatswood	Pacific Chatswood Pty Ltd (novated to Polytech Australia Four Pty Ltd on 2023-05-03)	The developer to provide \$2,085,008 monetary contribution in 3 instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2017/3 Amend the WLEP to rezone the land from B5 Business Development to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of 1st instalment paid in Jul 2023. 2nd instalment is not yet due.
20 Oct 2022	9-11 Nelson Street, Chatswood	The Owners – Strata Plan No. 65120	The developer to provide: 1. \$12,479,980 monetary contribution in 3 instalments towards Council's Community Infrastructure Contributions (CIC) scheme. 2. a public access easement for a proposed public access way to be registered on land title. This public access way is indicatively located along the site's eastern boundary, adjacent to the existing Frank Channon Walk. The Agreement sets out how and when the contribution will be provided.	PP2020/12 Amend the WLEP to: rezone the land from R2 Low Density Residential to B4 Mixed Use; increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of 1st instalment paid in May 2023. 2nd instalment is not yet due.
12 Jan 2023	815 Pacific Highway and 15 Help Street, Chatswood	815 Pacific Highway Pty Ltd	The developer to provide \$1,500,000 monetary contribution in 3 instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2018/12 Amend the WLEP to: Increase the maximum building height limit to 90m at 815 Pacific Highway and 142.8m (RL246.8m) at 15 Help Street to 142.8m; Increase FSR from 5:1 to no maximum FSR; and Amend the minimum lot size at this site.	Payment of 1st instalment paid in Mar 2023. 2nd instalment is not yet due.
10 May 2023	849-859 Pacific Highway and 2 Wilson Street, Lot 1 O'Brien Street, Chatswood	'853 Pacific Highway Pty Ltd ATF the 2017 PHC Unit Trust' novated to 'BB Wilson Property Pty Ltd' on the same day of VPA execution	The developer to provide \$10,840,203 monetary contribution in 3 instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2021/7 Amend the WLEP to: rezone the land from R4 High Density Residential to B4 Mixed Use; Increase FSR to 6:1; and increase height limit to 90m at this site.	Payment of 1st instalment is pending.
8 June 2023	100 Edinburgh Road, Castlecrag	Greycliff Castlecrag Pty Ltd	The developer to provide: 1. \$100,000 monetary contribution towards the provision of public art in accordance with Council's Public Art Policy; 2. Carrying out and complete construction of works for a pathway extending from the eastern (rear) boundary of the development site to The Postern; 3. Construction and completion of eight public car spaces; 4. Construction and completion of a meeting room at the development for public meetings and general community use. The Agreement sets out how and when the contributions are to be provided.	PP2021/6 Amend the WLEP to: Increase the FSR not exceeding 1.8:1 of which not more than 1.6:1 shall be above the level of Edinburgh Road; Increase the height limit to not exceeding AHD 97.490 at certain point of the site (subject to reference made in cl 4.3A Exceptions to height of buildings of the WLEP 2012).	Payment of monetary contribution or commencement of carrying out works is not yet due.

CONTRIBUTIONS PLANS (DEVELOPMENT CONTRIBUTIONS AND LEVIES)

A detailed breakdown of how development contributions and levies have been used or expended under each contributions plan is provided in our Annual Financial Statements for 2022/23 (attachment 1) as per the *Environmental Planning and Assessment Regulation 2021 cl 218A(1)*.

DETAILS FOR PROJECTS FOR WHICH CONTRIBUTIONS OR LEVIES HAVE BEEN USED

Details for projects for which contributions or levies have been used are provided in attachment 2 of this report, as per the *Environment Planning and Assessment Regulation 2021 218A(2)(a - g)*.

TOTAL VALUE OF CONTRIBUTIONS AND LEVIES

As defined by the *Environment Planning and Assessment Regulation 2021 218A(3)(a)(b)*:

- The total value of all contributions and levies received for 2022/23 is \$14,353,194
- The total value of all contributions and levies expended for 2022/23 is \$7,043,949

View attachments 1 and 2 of this report for more information.

SWIMMING POOL INSPECTIONS

Our swimming pool inspection program aims to increase pool safety, particularly for children. The program includes the inspection of privately-owned pools to ensure swimming pool fences and barriers are compliant. Swimming pool inspections carried out in 2022/23 are below.

Inspection type	No.
Inspections of tourist and visitor accommodation	0
Inspections of premises with more than two dwellings	18
Inspections that resulted in a certificate of compliance under s22D of the <i>Swimming Pools Act</i>	33
Inspections that resulted in a certificate of non-compliance under cl 21 of the swimming pools regulation	20

COUNCILLOR PROFESSIONAL DEVELOPMENT

A councillor professional development program is provided over the term of the council to build the skills, knowledge and personal attributes necessary to be an effective mayor or councillor. The professional development activities below took place in 2022/23.

	Cr Taylor	Cr Campbell	Cr Greco	Cr Eriksson	Cr McCullagh	Cr Moratelli	Cr Mouradian	Cr Roussac	Cr Rozos	Cr Samuel	Cr Wright	Cr Xia	Cr Zhu
ALGA National General Assembly	•			•	•	•			•			•	
Code of Conduct / Code of Meeting Practice	•	•	•	•	•	•	•	•	•	•	•	•	•
LGNSW Annual Conference 2022	•	•		•		•						•	
Speed Reading			•										
Powerful Presentation Skills			•										
Verbal Judo			•										
Time Management			•										
Insights in to Achieving Sustainable Development through local planning								•					
Executive Certificate for Elected Members	•							•					
Universal Urban Development	•												
Planning 101 for Councillors	•												
Understanding local government finances for Councillors	•												
ARIC training	•												

The total cost for professional development and training programs for councillors for 1 July 2022 to 30 June 2023 was \$30,632.74.

ANNUAL REPORT ON THE PUBLIC AUTHORITY'S OBLIGATIONS

Public Interest Disclosures Act 1994

Act Section 31 and Regulation 2011 Clause 4 - Reports by Public Authorities Report for NSW Ombudsman for the period 1 July 2022 to 30 June 2023.

Number of public officials who made public interest disclosures to Council	0
Number of public interest disclosures received by Council	0
Of public interest disclosures received, number primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of public interest disclosures finalised by Council	0
Did Council have a public interest disclosures policy in place?	Yes
Has the head of Council taken action to meet their staff awareness obligations?	Yes
What actions the head of Council has taken to ensure that his or her staff awareness responsibilities under section 6E (1) (b) of the Act have been met	Intranet and website information





A P P E N D I X

APPENDIX

1. Annual Financial Statements 2022/23
2. Contribution plan reporting





WILLOUGHBY
CITY COUNCIL

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ADDRESS

31 Victor Street, Chatswood, NSW 2067
PO Box 57 Chatswood, NSW 2057

PHONE

02 9777 1000

EMAIL

email@willoughby.nsw.gov.au