

ANNUAL REPORT 2021–2022



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.

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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 2021/22 against the outcomes in the [Our Future Willoughby 2028 Community Strategic Plan](#), the initiatives in our [Delivery Program 2017-2022](#) and the activities in our [Operational Plan 2021/22](#).

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

How we plan and report

OUR COMMUNITY STRATEGIC PLAN

[Our Future Willoughby 2032](#) is our community strategic plan. This long-term plan for Willoughby sets our direction for the next 10 years.

It steers our planning and helps us achieve the long-term outcomes our residents want for our local area. In areas and topics 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 in collaboration with and on behalf of our residents and other stakeholders in 2021/22. It was adopted by Council in June 2022.

The plan forms the basis for our delivery program and operational plan.

DELIVERY PROGRAM 2017-2022 AND OPERATIONAL PLAN 2021-2022

The delivery program outlines the services and projects we will provide in the current council term and how these will be funded.

Our annual operational plan supports the delivery program. It details the activities we undertook from 1 July 2021 to 30 June 2022. It is reported on every six months and reviewed each year.

This year (2021/22) was the final year of the delivery program.

OUR ANNUAL REPORT

We set annual targets and monitor progress towards achieving these targets. Every six months, we report on the key activities that contribute to achieving our targets. These performance reports are in public reports to Council and published on our website to inform our communities of our progress.

This annual report summarises the performance of Willoughby City Council for 2021/22 against the directions in [Our Future Willoughby 2028](#) and the services and projects in the [Operational Plan 2021/22](#). It identifies our major projects and activities for the past year. As well as reporting on the financial results for the past year, the report looks to the year ahead.

OUR END OF TERM REPORT

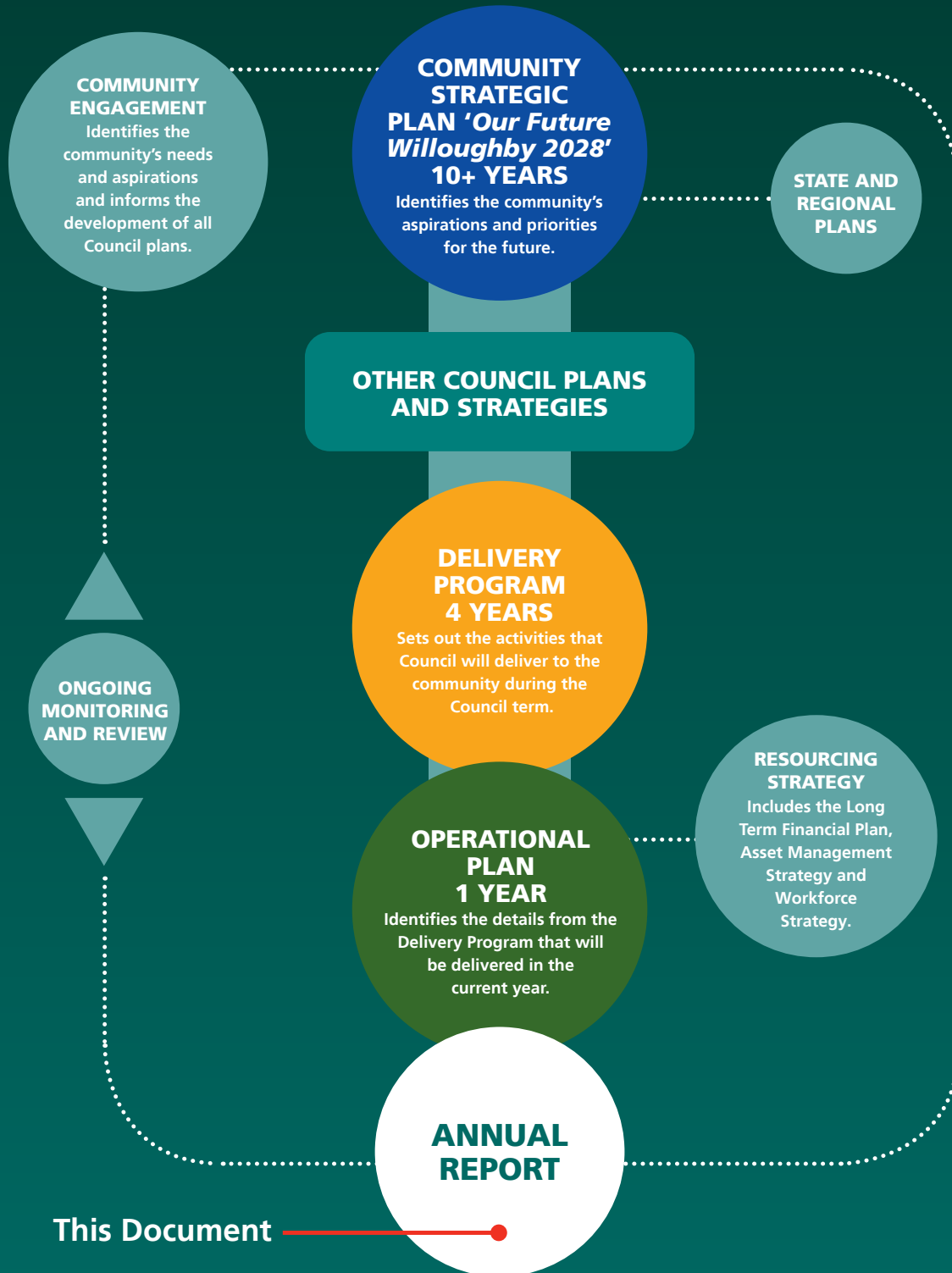
The progress of the community strategic plan is reported to Council every four years.

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, end of term 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

- Adopted a new set of climate change action targets (page 25)
- Partnered with Ausgrid to upgrade streetlights in the City to energy efficient LEDs (page 26)
- Adopted and implemented *Resilient Willoughby Strategy and Action Plan* (page 26)
- Saved one million litres of water and more than \$14,000 a year at Willoughby Leisure Centre (page 24)
- Enhanced environmental management for Middle Harbour and the Lane Cove River catchment (page 26)

OUTCOME 2: A CITY THAT IS CONNECTED AND INCLUSIVE

- Conducted the community wellbeing survey and developed an action plan in response to the findings (page 29)
- Held annual events including the Chatswood Culture Bites program, Australia Day, Lunar New Year Festival and Family Festival (page 29)
- Provided a hub for multicultural activities at the MOSAIC Centre with more than 50 programs, mostly run by volunteers (page 31)
- Continued to implement the Integrated Transport Strategy (page 32)
- Upgraded 64 bus stops to improve accessibility (page 30)

OUTCOME 3: A CITY THAT IS LIVEABLE

- Continued community engagement on the draft *Willoughby Local Environmental Plan* and draft *Development Control Plan* (page 35)
- Upgraded the Dougherty Community Centre at Chatswood (page 36)
- Upgraded irrigation at Castle Cove Oval (page 36)
- Adopted masterplan for Warner's Park (page 38)
- Spent \$24 million on capital works including roads and footpaths (page 37)
- Engaged with the community on design for trial closure of Bellambi Street, Northbridge to create a new temporary public space (page 44)

OUTCOME 4: A CITY THAT IS PROSPEROUS AND VIBRANT

- Presented the Chatswood Culture Bites program (page 41)
- Adopted and implemented the *Economic Development Strategy* (page 40)
- Endorsed the *Draft Night Time Economy Strategy* for community consultation (page 40)
- Injected \$8.5 million into local economy by Roaming Gnomes activation (page 39)

OUTCOME 5: A CITY THAT IS EFFECTIVE AND ACCOUNTABLE

- Opened the new Customer Service Centre (page 44)
- Completed cladding upgrade at The Concourse (page 35)
- Maintained essential services during the pandemic and supported businesses and the community in responding to the pandemic (page 45)
- Refreshed and adopted *Our Future Willoughby 2032, Community Strategic Plan* (page 44)
- Engaged with thousands of people through online community consultations, webinars, our website, social media, events, workshops, presentations and Council meetings (page 44)

Details on the progress of these and other 2021/22 achievements are on pages 23-46.



Message from the Mayor



Featuring extreme weather events and ongoing COVID-19 public health issues, the 2021-22 financial year brought us significant challenges. I am proud of the way the Council, with the support of our community, responded to these challenges, while continuing to deliver high-quality services.

Former Mayor Gail Giles-Gidney, who led the Council during the

first half of 2021-22, played a significant role responding to COVID-19 issues. This included presiding over three business support packages to enable Willoughby's economic recovery from COVID-19, along with the return of COVID-safe events including Willoughby Symphony Orchestra performances. This work represents only a small part of the tremendous achievements delivered by former Mayor Giles-Gidney during her seven-year term in office.

It has been humbling to represent our local community since my election to the role of Mayor of Willoughby in December last year. Willoughby is home to an increasingly diverse community which values sustainability, accessibility and liveability.

During 2021-22, Willoughby City Council delivered many significant infrastructure projects, including replacing cladding at The Concourse, refurbishing the Dougherty Community Centre and delivering streetscape upgrades to Wilkes Avenue as part of the Artarmon Local Centre Public Domain Masterplan.

The Council also launched the public exhibition of a new comprehensive planning framework. The culmination of five years of strategic research and community consultation, this framework will guide how the City of Willoughby will develop more sustainably and adapt to the changing community needs over the coming decade and beyond.

In April, the Council opened a new Customer Service Centre at the Victor Street office, providing a fully accessible space with improved facilities including an office, toilet and upgraded lift lobby. The centre makes access to council's customer services simpler, particularly for people with disability or mobility challenges.

Chatswood boasts some of Sydney's premiere performing arts venues making it the cultural heart of the North Shore. During 2021-22, our flagship cultural program, Chatswood Culture Bites, revitalised the community with a full calendar of inspiring and accessible live performance events. The program features a diversity of innovative cultural activities including the popular Roaming Gnomes, musical performances, children's shows and art.

On a positive note, the results of 2021's Community Wellbeing Survey were published during 2021-22 and reveal our community is happy and healthy in spite of the challenging times. The survey confirms Willoughby's reputation as an optimistic, diverse and environmentally conscious community with 97% rating their quality of life as "good" or "excellent."

Council has achieved so much more over the course of the last 12 months as outlined in this annual report. I look forward to keeping you updated as Council continues to work for the Willoughby community.

Tanya Taylor
Mayor
Willoughby City Council

Chief Executive Officer's report



During 2021-22, Willoughby City Council was impacted by a range of serious issues, including COVID-19 revenue losses, extreme weather events, inflation and high building material and equipment costs.

Despite these issues, the Council finished the year in a positive financial position and with a record of significant achievements.

This year marked the beginning of a new term of Council with a new popularly elected Mayor and mix of new and returning Councillors. The post-election induction of the new Council has been completed and I look forward to continuing to work closely with the elected representatives.

I would like to thank the hard-working staff at Council for their commitment to serving our local community. Every day the team is united behind the aspirations of Lead, Learn, Care, Share and Deliver. I look forward to working with our team to progress another year of achievement.

Debra Just
Chief Executive Officer
Willoughby City Council

The Council recorded a \$956,000 operational surplus and achieved eight out of ten of the Office of Local Government financial and asset benchmarks. This outcome was achieved by making prudent and sometimes difficult decisions, in the face of an overall \$21 million reduction in revenue due to COVID-19 since 2019-20.

Our responsible economic management has put us in a position to continue to invest in better services and infrastructure. We removed and replaced cladding at The Concourse, upgraded the Dougherty Centre, delivered better customer service experiences with a new ground floor customer service centre and new software systems and achieved DA approval to upgrade the Willoughby Leisure Centre.

Council also hit the ground running to adopt a new Community Strategic Plan and Delivery Program following community consultation and review. This updated plan sets out the community's strategic goals over the next ten years, taking into account the shocks and stresses that are part of our lives. Significant community engagement work has also been undertaken on the new Local Environment Plan. *The Resilient Willoughby Strategy and Action Plan* was adopted. One of the success stories of this initiative was the Joining the Disaster Dots emergency preparedness video. This provides clear and critical information tailored to informing people from multicultural backgrounds.



WILLOUGHBY CITY AT A GLANCE

Population

76,034



Population Density
3,389 persons per sq km

Median age: 39 years



The largest age group is:

35-39
year olds

The three largest
ancestries are:

Chinese  26.5 percent

English  23.5 percent

Australian  20 percent



\$13.04B
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 23 square kilometres on the lower north shore of Sydney, with its own CBD of Chatswood and a large part of St Leonards. It is 9 kilometres 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.

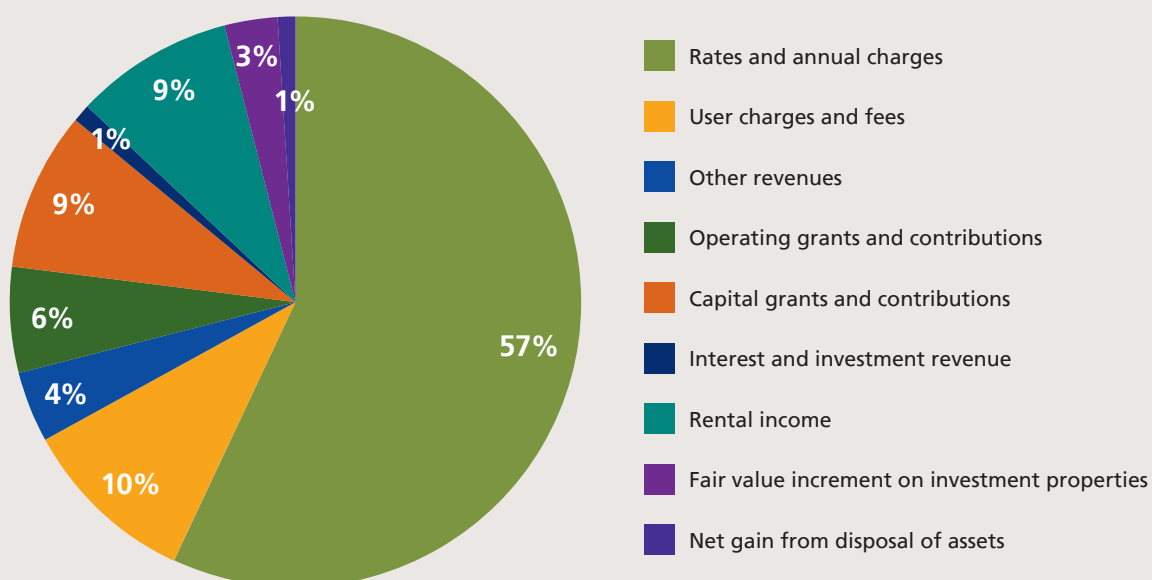
Our land uses are diverse with significant commercial and industrial areas and a range of housing types within our CBD and suburbs. The Lane Cove River and the foreshore of Middle Harbour include significant areas of natural bushland and waterways.

Financial report

The summary of financial results for 2021/22 is presented below. For more detail please refer to the Financial Statement in the attachments.

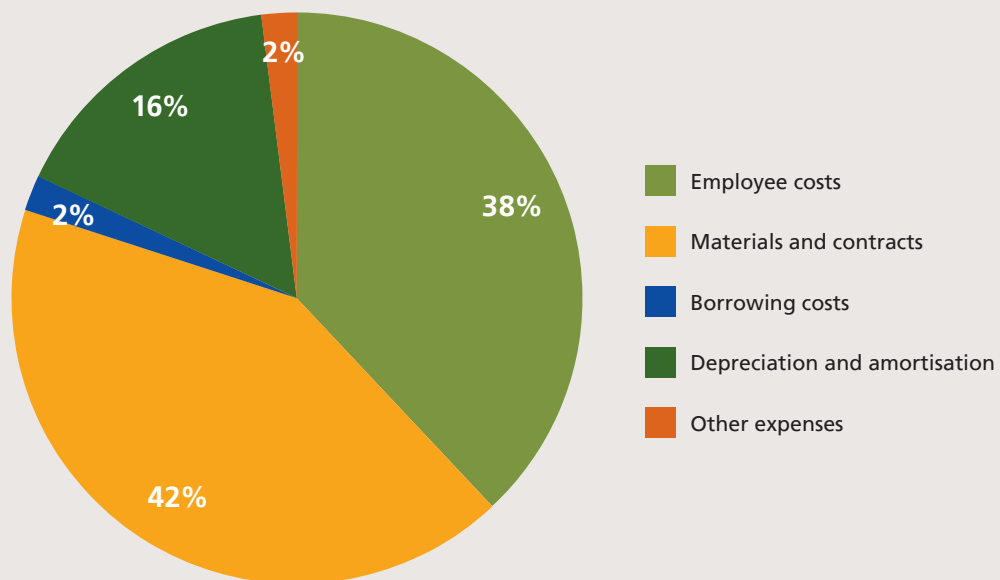
The net result for 2021/22 as reported in our financial statements, is a Surplus before Capital Grants and Contributions of \$956,000 (Surplus of \$11.9 million including Capital Grants and Contributions).

INCOME: WHERE OUR MONEY CAME FROM



TOTAL INCOME	2021/22 \$K
Rates and annual charges	70,960
User charges and fees	12,481
Other revenues	4,791
Operating grants and contributions	7,963
Capital grants and contributions	10,970
Interest and investment revenue	1,590
Rental income	11,731
Fair value increment on investment properties	3,906
Net gain from disposal of assets	125
Total	124,517

EXPENSES: WHERE OUR MONEY WENT



TOTAL EXPENDITURE	2021/22 \$K
Employee costs	42,314
Materials and contracts	47,057
Borrowing costs	2,083
Depreciation and amortisation	18,072
Other expenses	3,065
Total	112,591



FINANCIAL SNAPSHOT

<p>Expenditure per capita: This measures the Council's operating expenditure in relation to population</p>	\$1,481
<p>Assets: what we own</p>	\$2.1 Billion
<p>Liabilities: what we owe</p>	\$85 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>	-2.42%
<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>	84.29%
<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 less than 1.5 is considered unsatisfactory</p>	2.9
<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>	4.51
<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>	2.59%
<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

Major projects

2021/22 major projects included:

- Upgraded streetlights in the City to energy efficient LEDs in partnership with Ausgrid
- Adoption and implementation of *Resilient Willoughby Strategy and Action Plan*
- Natural area management for Lane Cove River catchment and Middle Harbour
- Held annual events including the Chatswood Culture Bites program
- Completed detailed design for local area traffic management at Hampden Road, Artarmon
- Completed landscape improvements to the Haven Ampitheatre at Castlecrag
- Upgraded the Dougherty Community Centre at Chatswood
- Adopted Bales Park playground improvement plan
- Castle Cove Oval upgrade including irrigation, drainage and new turf
- Chatswood Park landscape upgrade
- Garden of Remembrance upgrade
- Muston Park upgrade
- Naremburn Park lighting upgrade
- Northbridge Park car park lighting upgrade
- Whitton Park upgrade
- Adopted Wickham Park playground improvement plan
- Willoughby Oval upgrade
- Willoughby Park Bowling Club upgrade
- Adopted masterplan for Warner's Park
- *Regional Roads REPAIR Program*: Mowbray Road West, Chatswood West between Greenlands Road to Beaconsfield Road, with some additional heavy patching on Mowbray Road West from Mindarie Street to Hatfield Street
- *Precinct Support Scheme*: Construction commenced on a shared cycleway on the Pacific Highway between Mowbray Road and Reserve Road
- New raised and marked pedestrian crossings to improve safety
- Upgraded the pedestrian and retail area at Wilkes Avenue at Artarmon
- Opened the new Customer Service Centre
- Completed cladding upgrade at The Concourse

Chatswood Culture Bites



Completed cladding upgrade at The Concourse



Opened the new Customer Service Centre



Garden of Remembrance Upgrade



North Ryde

Chatswood West

Fullers Rd



Chatswood Park landscape upgrade

Lane Cove



Upgraded the Dougherty Community Centre



Construction commenced on shared cycleway

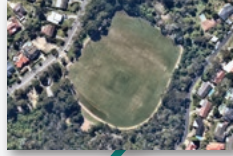
Adopted Bales Park playground improvement plan



Muston Park upgrade



Castle Cove Oval upgrade



12 new raised and marked pedestrian crossings



Roseville

Killarney Heights

Natural area management Middle Harbour



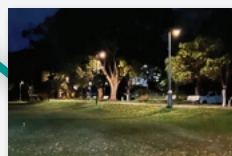
Landscape improvements to the Haven Ampitheatre



Adopted masterplan for Warner's Park



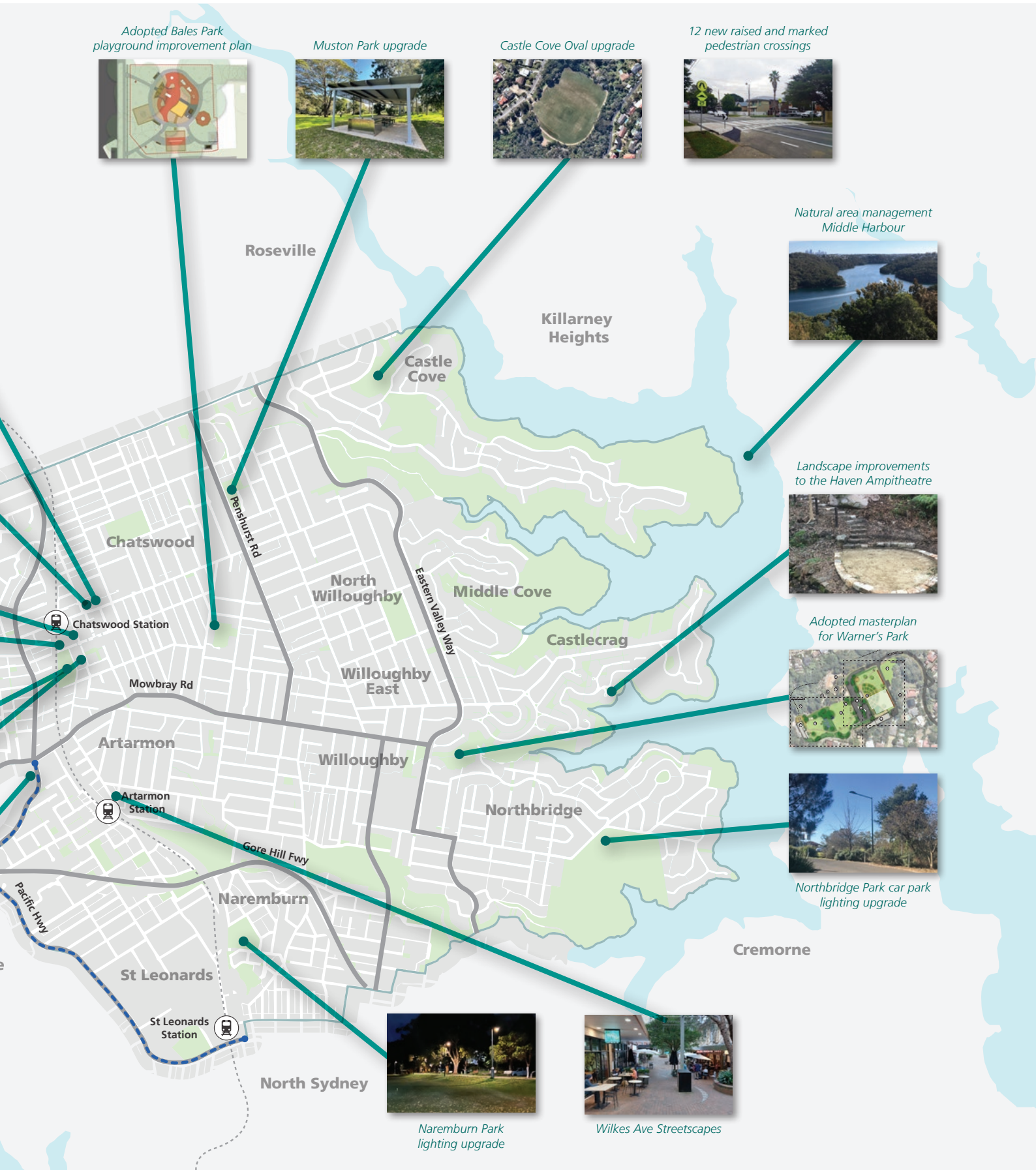
Northbridge Park car park lighting upgrade



Naremburn Park lighting upgrade



Wilkes Ave Streetscapes



Delivering through disruption

The COVID-19 pandemic, immense changes to the global economy, the La Nina weather system and the tight labour market have defined the past year. These factors have had a profound impact across every part of Willoughby City Council, and we would not be able to tell our story without acknowledging how they have shaped us.

Our response, delivery of services and achievements throughout another turbulent year are reflected in this report. We provided support to local communities affected by COVID-19 and remained committed to implementing appropriate measures to respond to the impacts of COVID-19 on staff, communities and businesses. We continued to maintain essential services including waste management and services to vulnerable people such as Meals on Wheels, linen services and phone contact. We also provided \$722,077 in support to local businesses and the community through a third Business and Community support plan to help them recover from the impacts of COVID-19.

Russia's invasion of Ukraine and China's zero-COVID policy, exacerbated global supply chain disruptions, adding further upward pressure to inflation which is increasing the risk of recession.

We experienced delays in our mowing schedule for our parks and ovals due to record rainfall caused by La Nina. The heavy rains also brought with it localised flooding in some areas.

Labour shortages in the sector as we compete with the private sector and other levels of government to fill positions, are forecast to last well into the future. Closure of borders and restrictions in immigration, together with record employment, continue to make the labour market very tight and competitive.

Cyber incidents increased around the world during the pandemic and will continue to present challenges as we increasingly use online services to connect with our communities and deliver services.

Disruption to supplies, trades and contractors from the COVID-19 pandemic period presented a challenge, however we were able to secure the external resources needed to complete our numerous projects. These disruptions will continue to be of concern in coming years especially to the cost and timing of project and infrastructure works.

Due to the economic impacts of COVID-19, we experienced a loss of revenue. We continued to take a disciplined approach to our finances and worked hard to ensure we are financially sound.

The ongoing impacts of supply chain disruption, labour shortages, increasing inflation which is increasing the threat of a recession, and COVID-19, will be a challenge to the delivery of services and projects.

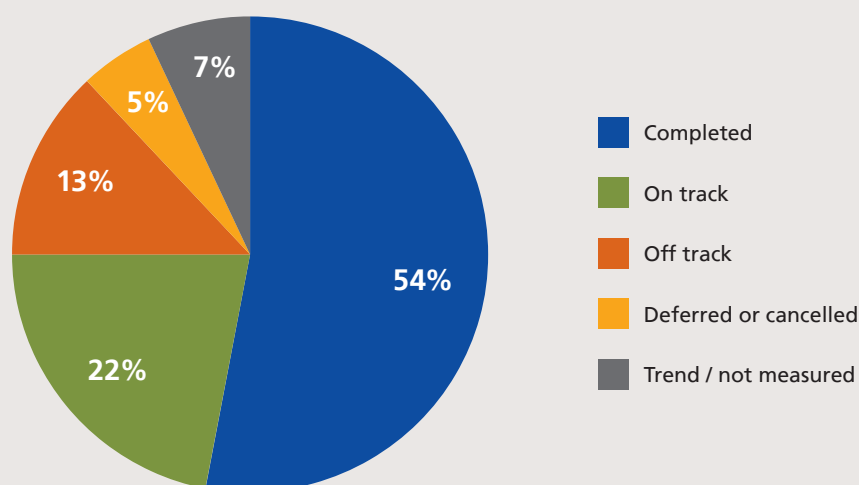


OUR PERFORMANCE

Our progress against the operational plan 2021/22

The operational plan details the activities we need to undertake and how we will resource these. Our 2021/22 plan detailed 305 deliverables. We completed or were on track with 85% of these planned activities.

PROGRESS OF DELIVERABLES AS AT 30 JUNE 2022



STATUS	Number of deliverables	Percent
Completed	165	54
On track	66	22
Off track	39	13
Trend not measured	15	5
Deferred or cancelled	20	7

**Percentages do not add up to 100% due to rounding*

The rest of this section summarises our achievements for 2021/22.

Further details on projects and performance measures are in the six-monthly delivery program progress report at willoughby.nsw.gov.au

IMPACTS OF COVID-19, LA NINA AND INTERNATIONAL CONDITIONS

Council's performance has been impacted by the La Nina weather system with record Sydney rainfall and localised flooding, the global impacts of the war in Ukraine, COVID-19 and significant delays in approvals from external authorities.

La Nina, the conflict in Ukraine and subsequent global sanctions, China's zero-COVID policy have also exacerbated supply chain disruptions, adding further upward pressure to global inflation which is increasing the threat of recession.

Some projects were delayed due to significant delays in approvals from external authorities and unprecedented rainfall in Sydney.

COVID-19 outbreaks and government restrictions resulted in changes to consumer and business behaviour affecting demand for Council services, reducing our income; significant supply chain disruptions; and staff shortages.

Labour shortage is impacting our ability to deliver services and projects, with local, state and private sectors all competing for staff, causing projects to be delayed and some service levels not being met.

These factors will likely continue to affect service and project delivery. Council will continue to manage the impacts of these challenges on the delivery of projects and services.



Impacts of flooding in Northbridge during March 2022

OUTCOME 1: A City that is green



Street trees planted

573

Council manages over

330ha

of bushland and nearly

20km

of harbour foreshore

Overall **7%** reduction in Council
greenhouse gas emissions



Reduction in community
water consumption

45%
of waste diverted
from landfill

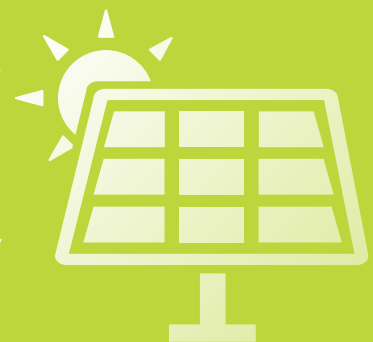


4,300

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* this year. The plan aims to enhance bushland, reduce greenhouse gas emissions, support sustainable lifestyles and better manage waste. Initiatives undertaken during the year included installing new public electric vehicle charging bays; introducing a Solar Power Bulk Buy program for residents to take advantage of special pricing for quality solar products and working with Ausgrid to replace all street lights across the City with energy-efficient LEDs.



In October, Council adopted accelerated targets for the plan including sourcing renewable energy for 100% of Council's operations by 2022 and achieving net-zero emissions within the community by the 2040s or sooner.

BIODIVERSITY

Willoughby is home to abundant bushland, diverse native flora and fauna, archaeological sites and walking tracks. We care for more than 300 hectares of bushland. We use a variety of techniques to manage introduced flora and fauna, focusing on feral animals, pest species and noxious weeds.

Council endorsed the draft *Urban Bushland Plan of Management* for public exhibition.

PUBLIC LAND

Around 570 street trees were planted during 2021/22 compared to around 480 street trees during 2020/21. Street trees contribute to canopy coverage in the City and also help lower urban temperatures and potentially mitigate heat-related stress.

We upgraded Willoughby's walking track network, including walk tracks for the Middle Harbour and Lane Cove River catchments.

We continue to manage public land under site-specific plans of management.

WATER MANAGEMENT

A total of 113,273 kilolitres of water was consumed by Willoughby City Council in 2021/22. Our water consumption was the lowest for the past five years. This fall is mostly due to the closure of facilities during the COVID-19 pandemic.

Willoughby City Council water use

	2017/18	2018/19	2019/20	2020/21	2021/22
Total (kilolitres)	117,746	133,898	119,966	113,907	113,273

We have rainwater harvesting and water reuse systems at Mowbray Park, Northbridge Baths, Artarmon Oval and Northbridge Library. A water filtration system at Willoughby Leisure Centre saves the centre 1,000 kilolitres of water and more than \$14,000 a year.

Water consumption outside of the organisation

A total of 108 kilolitres of water was consumed per person in 2021/22. This is a decrease of 2% on the previous year.

Community water use per person per year

	2017/18	2018/19	2019/20	2020/21	2021/22
Total (kilolitres)	112	114	110	110	108

REDUCING GREENHOUSE GAS EMISSIONS

The amount of CO₂ emissions produced by our operations was 4,725 tonnes in 2021/22 compared to 5,085 tonnes in 2020/21. This is a decrease of 7% on the previous year. This reduction is largely due to the closure of facilities during the COVID-19 pandemic.

Our emissions have decreased to be the lowest for the past 5 years.

Council joined *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.

The amount of CO₂ emissions produced by the community was 543,979 tonnes in 2021/22. This is the same as the previous year.

We have continued to implement a program of energy efficiency measures. These include installing rooftop photovoltaic systems (solar) and improving vehicle sustainability to reduce energy consumption.

We commissioned two new public electric vehicle charging bays, increasing the number of public electric vehicle charging locations to 10. Two new EV charging bays were installed in Railway Street, Chatswood.

WASTE REDUCTION

The total weight of waste generated by the community in 2021/22 was 31,592 tonnes. Of this total, 45% was diverted to processing and recycling facilities. The total weight of waste generated by the community has remained relatively stable over the last five years despite increased population. The diversion rate, or the amount of waste generated that is not landfilled, has fluctuated between 43% and 51%.

Willoughby City Council greenhouse gas emissions

	2017/18	2018/19	2019/20	2020/21	2021/22
Total (tonnes)	7,792	6,771	5,693	5,085	4,725

Community greenhouse gas emissions

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

Waste generation and diversion

	2017/18	2018/19	2019/20	2020/21	2021/22
Total (tonnes)	30,040	29,661	30,443	30,796	31,592
Waste diversion rate	46%	43%	45%	51%	45%

BUILDING COMMUNITY RESILIENCE

We continued to implement the *Resilient Willoughby Strategy and Action Plan*. The actions in the plan aim to enhance the resilience of our people, buildings, places and governance. Initiatives undertaken during the year included the 'Connecting the Disaster Dots' campaign to encourage culturally diverse communities to be better prepared for emergencies, Red Cross 'Get Ready' planning for emergencies community information sessions and 'Build Business Resilience' workshop.

Council is a member of Resilient Sydney, a collaboration of metropolitan councils of Greater Sydney to implement the *Resilient Sydney Strategy 2018* to address the city resilience challenges.

STREET LIGHTING UPGRADE

We partnered with Ausgrid to upgrade streetlights in the City to energy efficient LEDs. The upgrade will provide major energy savings which will significantly contribute to the City's 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 services. These sensors will deliver better traffic and pedestrian counts, monitor the environment for pollutants and detect high noise levels.

LIVE WELL IN WILLOUGHBY PROGRAM

Around 4,300 community members took part in more than 100 events and workshops in 2021/22 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. It focuses on the themes of home and lifestyle, energy efficiency, transport, nature, food and gardens. 99% of participants who attended a 'Live Well in Willoughby' event or workshop indicated that they would improve their environmental behaviour as a result.

SUSTAINABLE PROCUREMENT

We are committed to sustainable procurement. This means we design quotations and tenders to provide goods, services, capital projects or processes that minimise environmental and negative social impacts and achieve value for money.

NATURAL AREA MANAGEMENT FOR MIDDLE HARBOUR AND LANE COVE RIVER

We implemented projects detailed in the reserve action plans for Middle Harbour and Lane Cove River catchments. This included rehabilitation, revegetation, stormwater management, and pest, plant and animal management. Gross pollutant traps were maintained to improve water quality.



Maintenance of Middle Harbour foreshore reserve areas in conjunction with access improvements

CHALLENGES

- Residential waste diverted from landfill did not meet target as our contractor did not meet their obligations
- The installation of solar PV on The Concourse was delayed to late 2022 pending completion of cladding and roofing repairs
- There was an increase in illegal dumps reported to Council. This increase is attributed to COVID-19 lockdown-related clear outs

OUR PLANS FOR THE YEAR AHEAD

- Construct new bush walking tracks including sandstone steps in the Lane Cove Catchment area to improve accessibility to the bushland reserve
- Continue to implement the Resilience Willoughby program to help Council and our community prepare for and recover from the social and economic impacts of the COVID-19 pandemic, extreme weather and other shocks and stresses
- Continue to provide Better Business Partnership in conjunction with Ku-ring-gai and North Sydney councils to assist business operators and commercial building owners to implement actions that improve the sustainability of their building and/or business operations
- Plan for the introduction of Food Only services, infrastructure and markets



Replacement stairs being installed to improve access to Northbridge Baths

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



64

bus stops upgraded to be DDA compliant



14,498

volunteer hours

\$133,000

in annual community grants provided by Council



OUR ACHIEVEMENTS

COMMUNITY WELLBEING SURVEY

Council conducts a community wellbeing survey every two years, to understand perceptions of quality of life and community wellbeing. In the alternate years, it conducts a Community Perception Survey of Council's services and interactions with the community. The results are used to inform the planning and delivery of services, programs and projects.

The wellbeing survey found that 97% of the community enjoy a good or excellent quality of life, above the wider Sydney metropolitan benchmark of 92%. Willoughby achieved an overall quality of life score of 5.12 (out of 6.0) against a Sydney metro benchmark score of 4.90.

More than 92% of surveyed residents reported they would be likely or very likely to recommend Willoughby as a place to live. They valued the area's safety and parks and open spaces. Mental health was good but reflected the challenges of COVID and the associated lockdowns.

The full results of the 2021 Community Wellbeing Survey are available at www.willoughby.nsw.gov.au/Community/Community-services/Community-Resources.

COMMUNITY EVENTS

Despite changing restrictions due to the pandemic, we successfully delivered a lively program of events for the community including Australia Day, Lunar New Year Festival, Family Festival, Chatswood Mall Market and Culture Bites.

As part of the Culture Bites cultural program, 12 giant inflatable gnomes were lit up 24 hours a day in front of key public spaces and indoor retail centres to engage and inspire the community. Each gnome had its own playful personality, from K-Pop to cosmic, and business to sporty. Using QR codes at each gnome location, visitors could access food reviews of featured restaurants from leading food bloggers such as Not Quite Nigella, Yukilicious, Nick and Helmi and Tik Tok phenomenon by Nessa Eat. 'Roaming Gnomes' was funded by the NSW Government's *CBDs Revitalisation* program and resulted in the addition of a further \$8.5M into the local economy.

AUSTRALIA DAY AWARDS

Community achievement was recognised in the Australia Day Awards 2022. Ralph Lindsey was named Willoughby Citizen of the Year 2022 in recognition for his efforts and initiative since early 2020 to support victims of the NSW South Coast bushfires.

LIBRARY SERVICES

Our local libraries are not only valued learning and resource centres but contribute to quality of life, providing valuable social interaction for residents. As well as books, resources and reference material, our library service also offers drop-in tech help, kids storytime sessions and author talks.

Service changes to meet public health orders and ensure staff and the community were safe continued. This included click and collection access to collections, online delivery of programs including the popular Talks@Willoughby, and strict book quarantining processes.

Our digital library gave 24-hour access for members to download eBooks, eAudiobooks, children's activities, daily newspapers, eMagazines and offered free video streaming.

Chatswood Library hosted the annual Picture Willoughby Photo Editing Competition, which explores our area's rich heritage. Digital images created by the 10 finalists featuring images from the library's photo archive, appeared in an outdoor exhibition throughout the City.



Ralph Lindsey, Willoughby Citizen of the Year 2022



During 2021-22, we upgraded 64 bus stops to improve accessibility

CHILDREN AND YOUNG PEOPLE

We offer a range of services for children including a long day care centre, vacation care, a recreational program and out of school care.

The Chatswood Youth Centre provides an information, recreation and referral service for young people aged 12 to 18 years.

The Willoughby/Gwydir student exchange was held, with students from Willoughby travelling to one of our sister cities, Bingara in Gwydir Shire, 600km northwest of Sydney to enjoy a taste of life in the country. The program has been running since 1994.

We held the North Sydney Apprenticeship and Traineeship Expo in August 2021 to help career and job seekers with job skills, job opportunities, career conversations, access to youth employment support and awareness of worker's rights.

OLDER ADULTS AND PEOPLE WITH DISABILITY

We upgraded 64 bus stops to improve accessibility in accordance with the Australian Disability Standards for Accessible Public Transport.

We continued to implement the *Disability Inclusion Action Plan 2017–2021*. The plan aims to make Willoughby an inclusive and accessible city for everyone.

Key achievements in 2021/22 were:

- Council endorsed the draft *Willoughby Disability Inclusion Action Plan 2022-26* for public exhibition in May
- Hosting the annual Lower North Shore Volunteer Expo
- Providing text to speech plugin on Council's websites which allows text on the screen and documents to be read aloud
- Conducting induction for new volunteers on access and inclusion.

We support older adults and people with disability by providing information, advocacy and referral, in home support, social inclusion and community facilities.

At Home with Willoughby aims to promote wellness, independence and social connections amongst older adults. It provides both in-home and community based services, as well as delivering programs and events at the refurbished Dougherty Community Centre.

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



Installation view of *Circles Foretold (2022)* at Art Space on The Concourse, with artworks by Tracey Clement (foreground) and ek. 1 (Emma Hicks and Katie Louise Williams) (background). Photo: Document Photography

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

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. Our multicultural services unit provides a range of programs that cater to the needs of our diverse communities.

The MOSAIC Centre provides more than 50 programs, mostly run by volunteers, that bring together residents to support one another and share their culture and interests.

We organise and support community events that celebrate cultural diversity, including Harmony Day.

Willoughby City Library offers resources in several languages. We also provide a range of brochures in community languages.

We have partnerships and sponsorships with Chinese News and Media Group, Vision China Times, SBS and TVB Australia who help communicate our Emerge and Lunar New Year festivals with CALD communities.

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.

VISUAL ARTS

Exhibitions on our local visual arts calendar this year included:

- The 'Sculptors Society' 70th anniversary exhibition, a variety of sculpture works presented by members of The Sculptors Society
- 'Smart Expressions', an exhibition of student artworks selected from the 2021 NSW HSC.
- 'Connect, Collaborate, Celebrate', an exhibition celebrating International Day of People with Disability 2021
- 'Human in the Wire', an exhibition which contemplated the technologisation of the human.

GRANTS PROGRAM

Our annual small grants program supports community groups and not-for-profit organisations to deliver services, programs, special events and other activities. During 2021/22, the program allocated \$133,000 to community organisations.

INTEGRATED TRANSPORT STRATEGY

We continued to implement our *Integrated Transport Strategy* which guides how we plan for, operate and develop our transport systems into the future. It 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 the review of transport requirements for the draft *Development Control Plan*, conducting annual road safety education programs such as free child car seat safety checks for residents, and providing charging infrastructure for electric vehicles roads and footpaths.

PARKING

Vehicle parking is at a premium in the Willoughby local area. We enforce parking regulations seven days a week and provide after-hours patrols. This helps ensure public safety, turnover for businesses and tradespeople, access for more people, and better use of our streets. However, during the pandemic lockdowns, our Safe City Unit reduced the number of fines issued giving flexibility to residents, particularly in time limited parking zones where safety was not an issue.

During the year we completed repairs at Northbridge Plaza Car Park. We also undertook a traffic and parking study at Northbridge Oval and a parking study at Edward and Penkivil Streets Willoughby.

Our Safe City team delivered the 'Think Before You Park' program. The program increases public awareness of issues associated with stopping or parking a motor vehicle on a public footpath, nature strip or driveway crossing and the impact of illegal parking on people with disability.



During 2021-22, the Haven Amphitheatre was upgraded

LOCAL AREA TRAFFIC MANAGEMENT

We installed traffic management devices such as wombat crossings at various locations including:

- Edinburgh Road, between The Parapet and Edith Street, Castlecrag
- Hampden Road, north of Barton Road, Artarmon
- Hatfield Street, between Mowbray Road West and Farran Street, Lane Cove
- Keary Street, south of Oakville Road, Willoughby
- Keary Street, Willoughby
- Kendall Road, between Holly Street and Rosebridge Avenue, Castle Cove
- Kendall Road, south of Holly Street, Castle Cove
- Kirk Street at Archer Street, Chatswood
- Merrenburn Avenue at Willoughby Road, Naremburn
- Rohan Street at Willoughby Road, Naremburn
- Westbourne Street, east of Pacific Highway, St Leonards

Detailed design for local area traffic management at Hampden Road, Artarmon was completed.

HAVEN AMPHITHEATRE

We completed landscape improvements to the Haven Amphitheatre at Castlecrag. The improvements provide opportunities to hold informal performances or events in the special bushland setting. The landscape works were completed in time for the Centenary of Castlecrag in November 2021.

CHALLENGES

- Visits to Willoughby Leisure Centre, Chatswood Library and branch libraries, and art exhibition spaces was significantly impacted by closures and reduced operating hours during the year and restrictions under COVID-19 Public Health Orders
- The number of new volunteers we recruited and volunteer hours did not meet targets. Recruitment and services and programs involving volunteers were suspended due to COVID-19 public health restrictions. Any programs that continued were provided by staff only



During 2021-22, the Council completed a \$1.25 million refurbishment of the Dougherty Community Centre, with the support of the Australian Government

OUR PLANS FOR THE YEAR AHEAD

- Relocation of MOSAIC Centre to Dougherty Community Centre at Chatswood
- Develop a new Acknowledgement of country and a draft Reconciliation Action Plan in consultation with key stakeholders
- Complete construction of a shared pathway on Pacific Highway between Mowbray Road, Chatswood and Herbert Street, St Leonards
- Upgrade existing car park equipment at The Concourse to provide a better experience for users
- Upgrade access at bus stops at approximately 60 locations
- Provide an annual calendar of events and cultural activities
- Continue a program of traffic works and upgrades to roads, bike paths and footpaths across the Willoughby area and traffic and parking strategies to manage traffic congestion

OUTCOME 3: A City that is liveable



400+

hectares of open space

197

parks, gardens
and sporting grounds



31,149 dwellings

37 affordable
housing premises

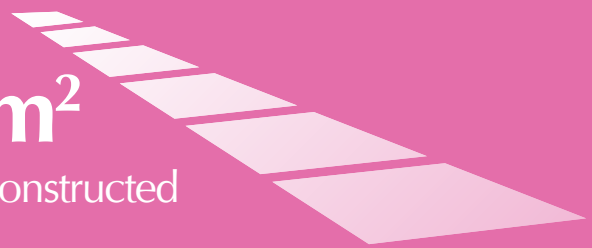
\$24M

projects and capital works expenditure



3,000m²

of footpaths constructed
or improved



50,000m²

of roads repaired
and re-sheeted



220km

of sealed roads



In February, the Council completed a \$7 million upgrade of The Concourse

OUR ACHIEVEMENTS

MANAGING GROWTH AND DEVELOPMENT

We conducted extensive community consultation on a new draft *Local Environmental Plan* (draft LEP) and draft *Development Control Plan* (draft DCP). The culmination of five years of strategic research and community consultation, the draft LEP, and supporting draft DCP, set out what we can build, and where in our local government area.

OPEN SPACE

We have more than 400 hectares of open spaces and continue to look at how we optimise the use of these spaces.

We continued our programs to upgrade parks and playgrounds. These included: Bales Park, Castle Cove Oval, Chatswood Park, Garden of Remembrance, Muston Park, Naremburn Park, Northbridge Park, OH Reid Oval, Whitton Park, Wickham Park, Willoughby Oval and Willoughby Park Bowling Club.

THE CONCOURSE

We completed the upgrade of the cladding at The Concourse ahead of schedule in February 2022. The composite cladding was replaced with non-combustible solid aluminium cladding. The important work ensures that the cladding meets the latest fire safety regulations while preserving the architectural integrity of the building and the projection capacity on its facades. The cladding upgrade also ensured the safety of the retail premises and their patrons.

DOUGHERTY COMMUNITY CENTRE

A refurbishment of the Dougherty Community Centre was unveiled in May 2022. The major improvements provide more amenities and accessibility for people with disabilities, and a new home for the vibrant and inclusive hub, MOSAIC Multicultural Centre. The Centre also acts as an emergency evacuation centre in times of crisis and is now better equipped for this purpose.

The centre boasts more modern venue spaces for hire, to enable the community to run programs and host activities for many people to enjoy. The refurbishment of the Blend Café and the courtyard garden has created a welcoming focal point and accessible space for all to enjoy. The improvements were made possible by a \$1 million grant funded by the Federal Government's Local Roads and Community Infrastructure Program with Council contributing \$250,000 toward the project.

WILLOUGHBY LEISURE CENTRE

Our grant application for the Willoughby Leisure Centre upgrade was successful. The \$5 million NSW Government Multi-Sport Community Facility Fund funding boost, is in addition to Council's investment. The project will deliver three new pools, an upgraded multi-sports court hall, enhanced communal areas and improved accessibility and sustainability outcomes. It will also make the centre more accessible for key user groups, including women and users with mobility restrictions or from culturally diverse backgrounds. More than 190,000 visits were made to the centre in 2021/22.

CASTLE COVE OVAL

We installed a new drainage system and turf at Castle Cove Oval. The new drainage and turf helps the oval withstand high demand usage, especially in winter.

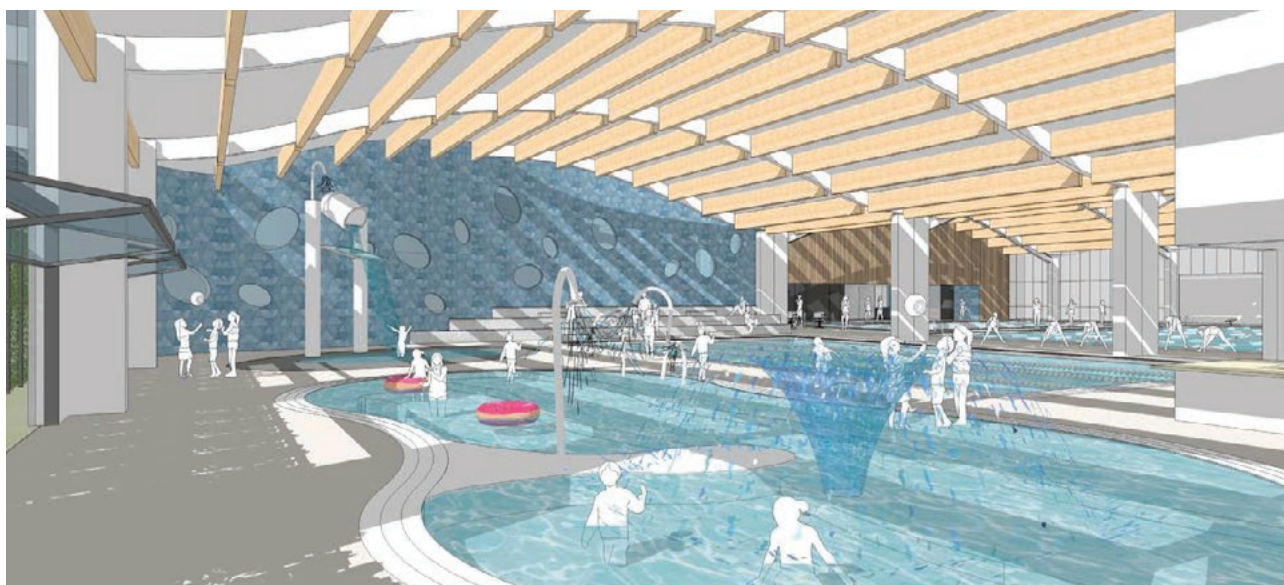
PROCESSING OF DEVELOPMENT APPLICATIONS (DAs)

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 local environmental plan. During 2021/22 we received 548 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 (Section 94 Contributions), Council can enter into a planning agreement with a developer. A planning agreement may prescribe for the developer to contribute funds for public infrastructure, land, or the provision of other public facilities and infrastructure. Council entered into eight planning agreements during the year worth \$26,808,746 in developer contributions.



Council received a \$5 million NSW Government grant towards the Willoughby Leisure Centre upgrade

AFFORDABLE HOUSING

Council currently owns 37 affordable housing premises for key workers which are managed by Evolve Housing. We continue to review our capacity for further housing projects by identifying suitable new sites. This includes planning for 12 affordable housing units at Abbott Road, Artarmon.

WILLOUGHBY'S BUILT HERITAGE

We protect and manage environmental heritage in the city. We do this by identifying and listing heritage items and heritage conservation areas, and using planning controls to protect individual items and heritage conservation areas. This ensures the design of new development is 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 item.

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

CAPITAL WORKS PROJECTS

In 2021/22, we invested \$23.9 million on capital works. The program included a broad range of major street upgrades, road and footpath resurfacing projects, public street lighting projects, public art restoration and building construction. Among the most significant works were:

- Building refurbishment and acquisition \$8.9 million
- Replacement and construction of Open Space assets \$1.8 million
- Stormwater drainage replacement and construction \$1.7 million
- Road replacement and construction \$5.8 million
- Footpath replacement and construction \$3.4 million
- Plant and equipment replacement \$1.8 million
- Other assets \$0.5 million.



Work underway on a new shared path between Chatswood to St Leonards

ROADS AND FOOTPATHS

During 2021/22, 50,000m² of roads was repaired and resurfaced. Over 3,000m² of footpaths were constructed, renewed or repaired. We also undertook grinding of concrete footpath slabs to improve safety as part of an ongoing program.

Under the *Regional Roads REPAIR Program*, we resurfaced Mowbray Road West, Chatswood West between Greenlands Road to Beaconsfield Road, with some additional heavy patching on Mowbray Road West from Mindarie Street to Hatfield Street. 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 for all road users and complete repairs to the existing damaged road. The *Regional Roads REPAIR Program* is funded by the NSW Government's Roads and Maritime Services in association with the Australian Government's Department of Infrastructure, Transport, Regional Development Communications and the Arts.

Construction commenced on a shared cycleway on the Pacific Highway between Mowbray Road and Reserve Road. This initiative is jointly funded by Council and the NSW government as part of its *Precinct Support Scheme*.

Renewal works on a retaining wall at Upper Minimbah Road, Northbridge was completed.

Major kerb and gutter projects totalling more than \$295,725 were undertaken at Middle Cove, Willoughby East, Roseville and North Willoughby.

We inspected 82 bridges, 51 retaining walls and various stormwater pipelines as part of our ongoing works inspection program.

WARNER'S PARK

Following extensive community consultation, the *Warner's Park Masterplan* was adopted in October. The endorsement of the long-term plan followed the opening of the new Warner's Park Community Centre last year. The *Warner's Park Masterplan 2021* is a long-term plan that will guide the development of the Northbridge Park over the next five to ten years. It aims to provide improved recreational opportunities for the community.

An activation program Summer Weekends at Warner's Park was held each Saturday and Sunday from January to April. The activities included Tonic Lane pop up gin bar and cafe, live music and giant garden outdoor games.

Willoughby's Men Shed relocated to their new home at Warner's Park Centre Northbridge during the year.

CHALLENGES

- Affordable housing development at Sailors Bay Road Northbridge has been cancelled as it was no longer feasible due to complex planning approvals and cost increases
- Construction of new park at Edinburgh Road, Castlecrag was deferred as a result of a Council resolution as delivery of the project was subject to the replacement of eight car spaces
- Willoughby Park perimeter path design was deferred but will be considered as part of review of the masterplan for the park
- Upgrade of gates, pay stations, ticket system and intercommunication at The Concourse car park was delayed due to supply chain issues. Upgrade is expected to be completed by December 2022
- Determination of development applications and S4.55 modification applications did not meet service levels due to staff shortages and new staff



Chatswood Park upgrade

OUR PLANS FOR THE YEAR AHEAD

- Commence the major upgrade of pool hall at Willoughby Leisure Centre
- Design and construction of affordable housing at Abbott Road Artarmon
- Transformation of the lower bowling green at Warner's Park into a new community garden
- Renewal of playgrounds at Bales Park and Wickham Park
- Renewal of drainage, irrigation and surface at Alan Hyslop Oval
- Construction of a new picnic area at Thomson Park
- Implementation of a new 40km/h high pedestrian activity area for the Royal North Shore Hospital precinct

OUTCOME 4: A City that is prosperous and vibrant

\$13.04B

Gross Regional Product

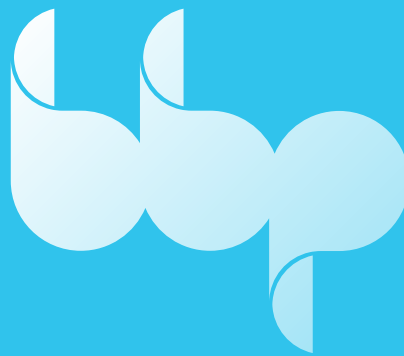


\$8.5M

injected into local economy
by Roaming Gnomes activation

14,438

businesses in local
government area



39 businesses
took part in the
Better Business
Partnership

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





The Roaming Gnomes initiative created a \$8.5 million spending boost for the Chatswood CBD.

OUR ACHIEVEMENTS

PUBLIC DOMAIN IMPROVEMENT PROGRAM

We completed an upgrade of the pedestrian and retail area at Wilkes Avenue at Artarmon. The works included new paving, additional lighting, landscaping, new street furniture, bike parking, new pedestrian crossing and traffic calming measures.

We continued our public domain improvement program, activating the laneway in Mills Lane and Spring Place, Chatswood. This is part of a program to transform former service lanes into shared zones that are more flexible urban spaces. The program will encourage a wider range of uses and provide opportunities for businesses to expand their operations such as outdoor dining, artistic activities, and space for community events.

HAMPDEN RD, ARTARMON STREETScape UPGRADE

Our grant application for the Hampden Road, Artarmon streetscape upgrade was successful. The \$4.6M NSW Government Public Spaces Legacy Program grant, is in addition to the \$3.4M Council is investing in the

project. The project includes works in the retail strip of Hampden Road west and the Village Green. It will improve pedestrian amenity and safety and increase alfresco dining. Implementation of the project will also support local businesses and create new spaces for community gathering and interaction.

ECONOMIC DEVELOPMENT STRATEGY

In March, Council adopted its first ever *Economic Development Strategy* for the City. The strategy aims to strengthen the city economy and support business. The strategy *focuses* on a number of priorities including attracting business, promoting the City and activating the night time economy.

NIGHT TIME ECONOMY STRATEGY

Council endorsed the draft *Night Time Economy Strategy* for public exhibition in May. The strategy is designed to enhance the offering and range of night time activities in the City.

BUSINESS SUPPORT

We work to help businesses of all sizes grow and develop through the online web portal for businesses on our website. The portal provides tools and resources, guidelines and links to useful websites. New businesses can find a guide to the steps required when starting a business. The website also provides a guide to the approvals and permits a business may need when starting or operating in our local area.

BETTER BUSINESS PARTNERSHIP

We provided the Better Business Partnership – a free sustainable business program supported by NSW Environment Protection Authority. The partnership works with businesses to improve their environmental performance and save money through reduced energy, water and waste bills. It recognises their actions through Better Business Awards. 39 businesses took part in the program in 2021/22.

CHATSWOOD AS A DESTINATION

Marketing of Chatswood as a destination is supported by the Chatswood CBD marketing plan and The Concourse business plan. The Visit Chatswood website is a channel for tourism in Chatswood. See visitchatswood.com.au

CULTURE BITES

We commenced the inaugural season of Culture Bites, the City's flagship cultural program. The program featured performances by *Legs on the Wall Aerialists* in *Above Below* and classical music ensemble Phoenix Collective, a rich array of theatre including *Black Cockatoo* directed by Wesley Enoch, a scavenger hunt for 12 *Roaming Gnomes*, art installation *Absorbed by Light*, art exhibition *Human in the Wire*, Willoughby Symphony Orchestra and *Live at Lunch* performances.

Part of the Culture Bites program, the Roaming Gnomes initiative created an \$8.5 million spending boost for Chatswood CBD. The initiative is estimated to have drawn an additional 210,000 people to Chatswood. Each of these visitors, on average, spent \$40 and stayed for three hours in the Chatswood CBD. The Roaming Gnomes project was made possible as a result of Council securing \$890,000 in NSW Government funding under the CBDs Revitalisation Program.

MEMORANDUM OF UNDERSTANDING

Council endorsed draft Memorandum of Understandings (MOUs) with the Chatswood Chamber of Commerce and the Naremburn Chamber of Commerce. The MOUs establish a framework for communication, consultation and collaboration for the purpose of encouraging and facilitating the development of a strong economic and business environment in Chatswood and Naremburn.

CHALLENGES

- Some community events were cancelled including Willoughby Street Fair, National Pet Day and the Emerge Festival due to COVID-19 public health orders
- Use of our childcare service did not meet utilisation targets as it fell significantly due to COVID-19 public health order restrictions, more people working from home and concerns around transmission of COVID-19 to children

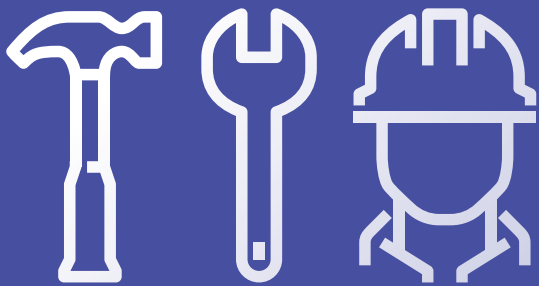
OUR PLANS FOR THE YEAR AHEAD

- Provide Culture Bites cultural events program throughout the year
- Continue to implement the *Economic Development Strategy*
- Adopt and implement the *Night Time Economy Strategy*
- Pilot a new public square in Bellambi Street, Northbridge
- Refresh the public domain and streetscape around shopping precincts including Hampden Road, Artarmon
- Complete CBD laneways activation at Spring Place, Post Office Lane and Charlotte/Anderson Streets at Chatswood



In early 2022 we hosted the Lunar New Year, Chatswood Year of the Tiger festival

OUTCOME 5: A City that is effective and accountable



172 projects and capital works delivered



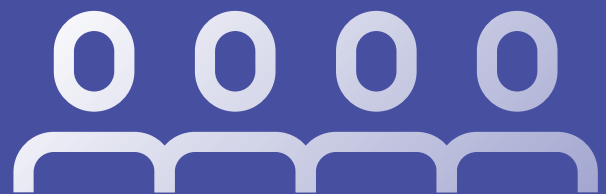
New Council inducted including 8 of 13 new Councillors

397
Staff (FTE)



64,497
Customer Service calls received

9,157
People engaged and consulted



OUR ACHIEVEMENTS

ELECTION OF THE NEW COUNCIL

A new Council created following the NSW Local Government elections held in December 2021, saw eight newly-elected first-term councillors, including popularly elected Mayor. Thirteen Councillors in total were elected across four wards.

Induction programs and ensuring that Councillors understood and met their statutory obligations was undertaken.

COMMUNITY STRATEGIC PLAN REFRESH

Our Future Willoughby 2032, Community Strategic Plan which outlines the community's vision and aspirations for the future of our City for the next ten years, was adopted in June 2022. The refreshed plan increased focus on community resilience, greener places and spaces, housing choice and affordability, community engagement, customer service and financial sustainability.

The Plan is supported by the *Resourcing Strategy 2032* which outlines how Council will allocate resources – funding, assets and workforce, to achieve the aspirations of the Community Strategic Plan; the *Delivery Program 2022-2026* which sets out the activities that will be delivered during the Council term; and the *Operational Plan 2022/23* which sets out specific programs, projects and activities to be completed in the coming financial year and how these will be funded.

STAKEHOLDER ENGAGEMENT AND CONSULTATION

During 2021/22, we commenced engagement on 32 projects including:

- *Our Future Willoughby 2032* (ten-year community strategic plan) along with Council's *Delivery Program 2022-26* and *Operational Plan 2022-23*
- A new *Willoughby Local Environmental Plan* and *Development Control Plan*
- *Disability Inclusion Action Plan*
- *Economic Development Strategy*
- Proposed playground improvements at Wickham Park and Bales Park

- Several Reserve Action Plans for natural bushland areas
- Proposed closure and activation of a portion of Bellambi Street, Northbridge
- *Urban Bushland Plan of Management*
- *Code of Meeting Practice*
- A number of voluntary planning agreements and related planning proposals.

Some 6,756 people were aware of activities on our Have Your Say website, with 2,401 participating in the engagement process. We have a database of nearly 7,000 registered participants. If you would like to be involved in this decision making, register at haveyoursaywilloughby.com.au

CUSTOMER SERVICE

The new Customer Service Centre opened in April 2022 at the Victor Street office, bolstering the customer service experience for customers. The centre is now located on the ground floor and is fully accessible with improved facilities including an office, toilet and upgraded lobby with a green wall and picture gallery.

Our Customer Service Centre continued to provide customers with information on our services. In 2021/22, 64,497 calls were processed by the centre. 86% of customer phone enquiries were answered at the first point of call.

We completed Customer Journey Mapping training for 25 staff to help us better understand our customers' experiences with us and improve our operations. We also held Customer Insights training for 71 staff on how to seek clearer insights of our customers and improve customer experience.

The Willoughby Council website is an important source of information and a gateway for community and businesses to interact with Council online. Over 431,828 people used our website with 759,915 website visits and 1,781,280 page views. Customers can now also lodge and track the status of their service requests, as well as development applications on the website.

We redesigned and launched new websites for the Emerge Festival, Visit Chatswood, The Concourse, Lunar New Year Festival and Culture Bites.

ADVOCACY

We made submissions to the state government on reforms to infrastructure contributions, the Beaches Link, review of Domestic Waste Management Levy, a proposal to develop Royal North Shore Hospital lands, and review of the rate peg to include population growth.

Council also resolved to call on the federal government to sign and ratify the Treaty on the Prohibition of Nuclear Weapons by the United Nations.

ASSET MANAGEMENT, RENEWAL AND MAINTENANCE

We manage and maintain infrastructure assets in the local government area. This includes approximately 220km of sealed roads, 436km of footpaths, 372km of kerb and gutter, 165km of stormwater pipes and 1km of bridges.

One of the most significant challenges we continue to face is the coordination of our infrastructure assets and how they are effectively managed for their full lifespan. The timely renewal of assets minimises the ongoing cost of maintaining significant levels of infrastructure. A 10-year asset management plan is being implemented to address this. It will help us ensure our assets are renewed over the long term in the most cost-effective way. In 2021/22 we completed condition audits for our assets and conducted a maturity assessment of our assets.

ACHIEVING GREATER EFFICIENCIES

Identifying and making improvements to our processes enables us to improve efficiency and customer service. Business improvements this year included developing a new project management toolkit, participating in a region wide trial for source separation of organics for residents; and commencing improvements to our planning approval processes.

Council also decided to consolidate Out of School Hours (OOSH) services and outsource Devonshire Street Childcare Centre to a reputable child care provider to ensure these services remain viable, and continue to operate in a way that meets community needs and expectations. Council also decided to cease its Loop Bus services due to ongoing low patronage over successive years.

ENHANCING TECHNOLOGY INFRASTRUCTURE

During the year we continued migration to a new integrated corporate system. This includes a new asset management module to manage asset inventory and extend asset life; and a new works module to build better workflows in the delivery of works. The final stages of the corporate software upgrade will occur in February 2024.

RESPONDING TO THE PANDEMIC

Our response to the impacts of the pandemic and planning for recovery continued to be a major part of our work. Essential services continued for our community and those most vulnerable. These included waste, cleaning and maintenance in places accessible to the public, extended access to recreation spaces through night lighting and Meals on Wheels, linen and shopping services, and transport to medical appointments for those unable to undertake these essential activities. Council continued to provide programs and workshops online.

In August we announced a third Business and Community support plan to reduce costs for businesses and revitalise the local economy post-lockdown. It included fee waivers (non-critical for health and safety), concessions and relaxation of some penalties, business training support programs, CBD activations, promotion of community grants and boosting the 'Support Local' campaign. These specific savings to businesses and the community amounted to \$722,077.

During the lockdown period, we made over 1,300 phone calls to residents to conduct wellbeing checks and provide information to residents regarding Council or community support available during the pandemic.

We also facilitated access to state and federal government assistance packages for the community and local businesses.



The Council will review its community engagement framework in 2022/23



In April 2022, the Council opened a new Customer Service Centre at its Victor St, Chatswood head office

We continued to develop new and technologically savvy ways of working to allow for continued working from home arrangements and for communicating and consulting with residents and stakeholders.

We responded to changing orders in our *COVIDSafe Workplace Policy* which we implemented to provide a COVIDSafe environment at Council and to manage the risk of COVID-19 to workers and customers.

CHALLENGES

- Hiring staff became more difficult following COVID-19 lockdowns; 50 year lows in unemployment following the closure of our borders to immigration which lead to the tightest labour market in years. This is not unique to Willoughby City Council and is felt in all sectors of the country
- Construction of stage 1 of Sailors Bay/Strathallen/ Eastern Valley Northbridge streetscape was deferred due to supply chain cost escalation and COVID-19 related resource constraints
- Naremburn local centres streetscape project was delayed due to resourcing issues. Completion of design anticipated in June 2023

OUR PLANS FOR THE YEAR AHEAD

- Complete final phases of rollout of our new corporate IT systems
- Prepare design for, and commence upgrades to Victor Street Chambers and Offices to deliver improved productivity for customers, councillors and staff and to enhance employee attraction and retention
- Conduct a community perception survey
- Development of a Customer Experience Strategy
- Review of Council's community engagement framework
- Complete structural ground floor repairs to the Incinerator at Small Street Willoughby
- Conduct renewal and repair works at Northbridge Baths
- Construct new pavilion including a room for hire, a picnic area and new seating at Artarmon Parklands



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

Our Councillors

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. A new Council was elected in December 2021.

FORMER MAYOR AND COUNCILLORS 2017 - 2021



BACK ROW L-R: Cr Stuart Coppock, Deputy Mayor Craig Campbell, Cr Angelo Rozos, Cr Nic Wright, Cr Denis Fernandez
FRONT ROW L-R: Cr Hugh Eriksson, Cr Christine Tuon, Cr Wendy Norton, Cr Brendon Zhu, Mayor Gail Giles-Gidney, Cr Tony Mustaca, Cr Lynne Saville, Cr Judith Rutherford.

CURRENT MAYOR AND COUNCILLORS



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

Councillor Stuart Coppock, who represented Willoughby City Council's Naremburn Ward, resigned on 30 June 2021 after over 20 years of service.

Decision making

COUNCIL MEETINGS

Our formal decision making processes are conducted through council meetings. A large number of business matters covering a wide range of issues are discussed. Meetings are held in line with our Code of Meeting Practice.

CODE OF CONDUCT 2020

The Willoughby City Council Code of Conduct 2020 applies to our councillors and staff. The Code provides an overview of the councillors' responsibilities and includes guidelines for rules of conduct, decision making and the use of resources.

COMMUNITY ENGAGEMENT STRATEGY

We are committed to engaging with our stakeholders in the development of plans, policies and the provision of services for the community.

Community engagement is guided by our Community Engagement Strategy and we are undertaking a review of our community engagement strategy to ensure it remains contemporary. The Strategy outlines how we inform, consult, involve, collaborate and empower the community. This ranges from simple information sharing to formal public consultation periods and public meetings, surveys, and online forums and discussions. It will be reviewed in the coming year.



Our Staff

EXECUTIVE LEADERSHIP TEAM



Chief Executive Officer
Debra Just



Customer and Corporate Director
Maxine Kenyon



Community Culture and Leisure Director
Linda Perrine



Planning and Infrastructure Director
Hugh Phemister

There were no significant changes to our organisational structure in 2021/22.

EMPLOYER OF CHOICE

We are an employer of choice, offering our employees a range of benefits that include:

- Flexible work arrangements that support rostered days off, part time work, flexible working hours and working from home 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 recognition program
- Access to health and wellbeing leave, paid parental leave and domestic and family violence support
- Access to staff fitness activities, free employee counselling service, free flu vaccinations and health checks, and discounted Willoughby Leisure Centre membership
- Assisted purchase arrangements for laptop/tablet devices and bicycles.

SUPPORTING STAFF

We are committed to health and wellbeing practices that boost morale and job satisfaction among staff. Our employee assistance program includes an independent, confidential counselling service for staff and their immediate families. During the year the service 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.

We provide a Wellness at Work program to help our staff make better lifestyle choices. This program includes fitness classes, mindful leadership, and corporate gym membership rates at Willoughby Leisure Centre. Over 130 staff participated in our Wellness Challenge in 2021/22 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. Staff are also able to obtain free flu vaccinations and other health checks through work.

We also offer flexible work options including flexible working hours, working from home and leave arrangements.

Employment type

	2021/22
Permanent full time	303
Permanent part time	47
Casual	17
Fixed term contract	23
Senior staff	4
Contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	22
Apprentice or Trainee	1
Total	417



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. Our lost time injury rate for 2021/22 was 1.52, which is a significant achievement given our scale and variety of operations.

Council promotes the reporting of all incidents, including those with no or minimal consequence, to help identify, eliminate and minimise risks to health and safety. A new safety reporting system was introduced in March 2022. This has helped to streamline processes for ensuring risks related to incidents are assessed in line with the risk framework, with mitigating actions recorded and tracked to help ensure ongoing safety improvement over time.

TRAINING AND DEVELOPMENT

The total expenditure on training and development was \$300,000.

We have a Learning and Development Framework to skill and develop our staff. The Framework is designed to empower staff to learn and develop through experience in the workplace; through mentoring and coaching by others, and through structured courses and programs. This framework is linked in with our Performance Conversations process to ensure staff and leaders are having discussions on career and development and are able to identify and plan ways to grow. Whilst training is a large part of this, the Framework also encourages on the job learning which has seen an increase in staff undertaking internal secondments, acting in higher roles and taking part in projects to assist development.

In 2021/22, despite changes to ways of working, staff continued to attend training and conferences, online or in COVID friendly in-person events, and to build their skills, capability, to meet compliance needs and to stay up-to-date with their work. Developing our leaders, from executive to emerging leaders, has been a priority with a focus on developing core skills of managing performance, conversational intelligence and leading high performing teams. Other key areas of development including understanding customers and business, leading in uncertain times and wellbeing (self and others).

Council implemented online training systems to ensure staff working from home can continue to learn and develop.

WORKFORCE PLANNING

Planning for the needs of our current and future workforce is a major focus for the organisation. 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.

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 continually reviewed to ensure they are consistent with these principles. These principles are the cornerstone of our recruitment, selection and development processes. They are also incorporated into all relevant internal training programs.

Employee Category and Gender

	Male	Female
CEO	-	100%
Director	33%	67%
Manager	76%	24%
Team leader	60%	40%
Supervisor	36%	64%
Staff	52%	49%



Corporate Governance

SETTING STRATEGIC DIRECTION

Our Future Willoughby 2032, Community Strategic Plan outlines the desired outcomes for the Willoughby city community. We track progress towards the overall goals in the plan twice a year. For more information, you can view the six-monthly delivery program progress report at willoughby.nsw.gov.au

POLICY DEVELOPMENT AND REVIEW

Council policies are public statements formally adopted by Council, which clearly state our requirements in relation to particular matters or issues. The following policies were reviewed or developed in 2021/22:

- *Code of Meeting Practice*
- *Community Use of Sports Facilities Policy*
- *Design Excellence Policy*
- *Planning Agreements Policy*
- *Swimming Pool Barrier Inspection Policy*

PLANS AND STRATEGIES

New and amended plans and strategies adopted in 2021/22 include:

- *Bales Park Playground Improvements Plan*
- *Castlecrag Northern Escarpment Reserve Action Plan 2022*
- *Economic Development Strategy*
- *Our Future Willoughby 2032, Community Strategic Plan*
- *Resilient Willoughby Strategy and Action Plan*
- *Warner's Park Masterplan 2021*
- *Wickham Park Playground Improvements Plan*
- *Willoughby City Council Delivery Program 2022-26*
- *Willoughby City Council Operational Plan 2022-23*

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.

Our code of conduct governs staff and the elected council in their day-to-day activities, decisions and dealings with customers, colleagues and stakeholders. Staff must follow the code of conduct policy and procedures. The code of conduct 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 of conduct 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.

Some of these are: *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*, *Environmental Protection Act*, *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 Willoughby City 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.

AUDIT AND RISK

AUDIT, RISK AND IMPROVEMENT COMMITTEE

The Audit, Risk and Improvement Committee independently reviews our operations including compliance, risk management, fraud control, financial management, governance, implementation of the community strategic plan and delivery program, service reviews, financial statements and the collection of performance data.

The ARIC was comprised of three independent members, including the Chair, and two Councillors.

INTERNAL AUDIT

The internal audit function brings a systematic, disciplined approach to evaluate and improve organisational systems, processes and reporting. The Audit, Risk and Improvement Committee provides advice and oversees reports on the internal audit program.

EXTERNAL AUDIT

A private firm appointed by the Audit Office annually audits our financial statements. 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 2021/22 financial statements.

FRAUD AND CORRUPTION PREVENTION

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

We continue to raise awareness of fraud risk and fraud control responsibilities. We do this 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 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*, usually called the GIPA Act. Under the GIPA Act, certain documents are available on our website or for inspection free of charge at our Customer Service Centre. Information not already available in 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.

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 Act 2013* to collect and report on information about public interest disclosures. No disclosure was made for the period 1 July to 30 June 2022.

Our disclosures coordinator and disclosures officers are responsible for receiving public interest disclosures. Our public interest disclosure policy is at willoughby.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, avoid, reduce and transfer our risks. We maintain and regularly review our risk registers for key strategic, operational and significant project risks.

We also prudently manage our risks by obtaining adequate and cost-effective insurance coverage as a form of risk transfer or protection against a range of unforeseen losses. Insurance protects our communities and the breadth of vital services they rely on.

FORMAL RISK MANAGEMENT

We investigate existing and known risks, as well as risks that have not yet materialised into damage to people, property, the environment or our operations. Pre-emptive treatment of these risks is an essential component of comprehensive risk management.

INFORMAL RISK MANAGEMENT

Information on our risks comes from many and various sources, including members of the public and employees. Risk management responses are initiated when we receive this information.



**OTHER STATUTORY
INFORMATION**

OTHER 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 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. 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	69,993.95
Councillors' fees and allowances	314,340.88
Total	384,334.83

Councillors incur expenses in the course of fulfilling their roles. Our Mayor and Councillor Expenses and Facilities Policy provides these benefits:

Councillor expenses	Amount (\$)
Office equipment	435.00
Communications	12,793.95
Conference and seminars	14,486.00
Training and provision of skills development	31,895.50
Accommodation and other out-of-pocket travelling expenses	7,149.38
Total	66,759.83

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

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 (\$)
Mack Civil Pty Limited	Construction - Laneway Enhancement at Spring Place, Post Office Lane and Charlotte Lane	\$2,495,850.50
StateCover Mutual Ltd	Workers Compensation Insurance	\$2,055,723.55
Turf Drain Australia	Redevelopment of Playing Field - Castle Cove Park and OH Reid	\$1,351,890.65
Patterson Building Group Pty Limited	Road Surfacing, Patching and Associated Works	\$1,148,237.20
Lloyd Group Pty Ltd	Road Surfacing, Patching and Associated Works	\$1,039,934.00
Civica Pty Limited	Library Management System	\$1,033,550.74
NSW Electoral Commission	Local Government Elections	\$499,635.92
Kennedy Consultants Pty Limited	Consultant - 3 Abbott Road Artarmon	\$413,369.00
Computer Systems Pty Ltd	Laptops and Accessories	\$367,716.80
Interflow Pty Limited	Rehabilitation, Relining and Repair of Stormwater Assets	\$340,009.55
Glascott Landscape and Civil Pty Ltd	Landscape Works at Chatswood Park	\$331,876.53
Garwood International Pty. Ltd.	Supply and Deliver Street Sweeper	\$304,725.00
Computer Systems Pty Ltd	Laptops	\$295,350.00
Amigo and Amigo Design Pty Ltd	Roaming Gnomes Design	\$271,179.45
Capstone Recruitment Group Pty Ltd	Labour Hire - Project Manager Streetscapes	\$265,000.00
Data Migration Consultants Pty Ltd	Data Migration - Connect Project	\$241,759.10
San Marino Concreting Pty Ltd	Design and Construction - Affordable Housing at 258 Sailors Bay Road	\$196,556.58
Outdoor Cinema Company Pty Ltd	Roaming Gnomes Projection Equipment	\$195,250.00
Capstone Recruitment Group Pty Ltd	Labour Hire - Project Manager	\$180,000.00
The Trustee For Design & Build Recruitment Unit Trust	Labour Hire - Community Liaison Officer	\$170,000.00
James Bennett Pty Ltd	Library Books and Processing	\$165,609.40
The Trustee For Design & Build Recruitment Unit Trust	Labour Hire - Community Liaison Officer	\$160,000.00
Lean Business Partners Pty Ltd	Consultant - Project Management Framework	\$154,000.00
BMS Services	Cleaning at Willoughby Leisure Centre and Bicentennial Park	\$152,587.56
Rees Electrical Pty Limited	Lighting - Solar at Naremburn Park	\$150,205.00

LEGAL PROCEEDINGS AND COSTS

During 2021/22, we incurred legal costs for the legal proceedings below.

Matter	Property/Type of Matter	Status	Fees Paid Jul 21- Jun 22	Legal Cost Recovery (Expected/ Paid)
LAND AND ENVIRONMENT COURT				
LEC 2019/112220	678 Willoughby Road Willoughby Class 1 Appeal against refusal of 80 place Childcare centre - DA 2019/12	Appeal dismissed on 20 July 2021. DA is refused	\$5,212	
LEC 2019/86793	282-284 Victoria Avenue Chatswood	Appeal upheld on 21 August 2020. Application amended to satisfy Council and its consultants and costs thrown away ordered. Applicant response seeking reconsideration of costs - response to make counter offer instead	\$347	\$17,000 requested
LEC 2020//327200	302/72 Laurel Street Willoughby BIC Appeal	Appeal upheld on 26 July 2021. Matter complete. Council has now issued the BIC by LEC order and Council Order withdrawn	\$2,318	
LEC LEC 2020/120432	8 Dowel Street Chatswood DA 2019/22 Class 1. Appeal for the demolition of an existing hardstand car parking space and adjoining landscaping	Appeal Upheld on 18 December 2020. Development consent is granted subject to conditions	\$11,093	
LEC 2020/227729	161 Victoria Avenue Chatswood Appeal against refusal of BIC	Appeal discontinued following Consent (with conditions) issued by Council	\$2,600	
LEC 2020/327199	302/72 Laurel Street Willoughby BIC Appeal against Development Control Order requiring demolition of unauthorised works and compliance with approved Development Consent plans	Appeal upheld. Deferred Appeal upheld on 26 July 2021. Council has now issued the BIC by LEC order and Council Order withdrawn	\$5,128	
LEC 2020/340984	161 Victoria Avenue Chatswood Appeal against Council Order	Appeal Discontinued following Consent (with conditions) issued by Council	\$8,973	
LEC 2021/019527	14-16 Penshurst Street Willoughby Class 1. DA-2020/113 - Demolition of existing structures and construction of multi dwelling housing containing 8 townhouses with basement parking and roof top terrace	Appeal upheld on 28 March 2022. The applicant is to make application to Council for works in the road reserve and complete the works of a modified Development Control Order by 15 August 2022	\$1,680	
LEC 2021/103026	89 Macquarie Street Chatswood DA-2020/310. Class 1 Appeal against conditions of consent (including stormwater, screen planting, height and material and finishes)	Appeal upheld on 23 September 2021. Agreement was reached and matter is now complete	\$19,123	

Matter	Property/Type of Matter	Status	Fees Paid Jul 21- Jun 22	Legal Cost Recovery (Expected/ Paid)
LEC 2021/168727	16 Johnson Street Chatswood Appeal against refusal of BIC for an authorised conversion of a garage for habitable purposes	Appeal upheld on 28 March 2022. The applicant is to make application to Council for works in the road reserve and complete the works of a modified Development Control Order by 15 August 2022	\$39,603	
LEC 2021/168747	16 Johnson Street Chatswood Order Appeal	As above	\$28,206	
LEC 2021/169065	58-60 Eastern Valley Way Northbridge DA-2021/90. Class 1 appeal against deemed refusal of DA for residential flat development	Appeal Upheld on 17 March 2022. DA determined by grant of consent subject to conditions	\$149,979	
LEC 2021/23645	6 View Street Chatswood DA 2019/57. Class 1 Appeal against refusal of DA for boarding house	Appeal Upheld on 11 November 2021. Conciliation conference reconvened and an agreement was reached on the basis of the amended plans for a significant reduction in the building scale. Matter is now complete	\$22,232	
LEC 2021/277870	233 Edinburgh Road Castlecrag Class 1 Appeal. Appeal against Council's Stop Work Order	Matter complete. Council Stop work order and Clean up direction had been complied with and satisfied	\$14,520	
LEC 2021/292505	131 Sailors Bay Road Northbridge. Class 4 DA-2020/238. Appeal for adaptive reuse of and Existing commercial building to shop top housing	Council to file submitting appearance	\$17,012	
LEC 2021/327253	962 Pacific Highway Roseville DA 2021/23. Class 1 Appeal against deemed refusal of converting existing illuminated signage to digital and associated works	Appeal dismissed on 28 June 2022. DA is refused	\$48,624	
LEC 2021/358211	240 Edinburgh Road Castlecrag DA-2015/501/B. Class 1 Appeal to modify conditions on DA	Class 1 Appeal upheld 21 March by S34 conference. DA 2015/501/B is approved, DA-2015/501 is modified by the Court	\$6,570	
LEC 2021/54509	99 Beaconsfield Road and 22B Greville Street Chatswood DA-2020/240. Class 1 appeal against refusal of seniors living development	Appeal upheld on 14 January 2022. Matter is now complete. DA consent granted subject to conditions	\$52,583	\$1,000
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	The proceedings are listed for further directions on 7 September 2022. Matter to run with DA 2022/2 in proceedings 2022/142105 as joint site redevelopment	\$1,083	
LEC 2022/53683	75 Coolawin Road Northbridge DA 2021/18. Class 1 Appeal against refusal of DA seeking to construct a part two-storey, part three storey dwelling house with pool to rear and associated works	Appeal upheld on 14 July 2022. DA consent granted subject to conditions	\$17,704	

Matter	Property/Type of Matter	Status	Fees Paid Jul 21- Jun 22	Legal Cost Recovery (Expected/ Paid)
LEC 2022/53684	75 Coolawin Road Northbridge DA-2017/488/B. Class 1 Modification Appeal. Appeal against deemed refusal of DA seeks to include changes to dwelling floor slab, stairs, reconstruction of walls of lower ground to first floor, pool floor, roof and associated works	Agreement reached through mediation, Appeal was discontinued. Matter completed	\$6,471	
LEC 2022/96164	231 Victoria Avenue Chatswood DA-2015/18/E. Class 1 appeal against the deemed refusal of Modification Application	Appeal Upheld on 30 Jun 2022. S34 agreement filed. Modifications to DA approved. Matter completed	\$14,412	
LEC 2021/292418	16 - 18 Warners Avenue Willoughby DA 2021/27. Class 4 Appeal against Demolition and construction of townhouses	Matter completed. Agreement reached	\$38,721	
Class 4 Enforcement Proceedings	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	\$7,819	
Commencing Class 4	142 Deepwater Road Castle Cove 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	\$5,371	
Total			\$528,661	\$1,000

Matter	Property/Type of Matter	Status	Fees Paid July 21- June 22	Legal Cost Recovery (Expected/ Paid)
LOCAL COURT				
Breach of Companion Animals Act 1998	L.C. Lyn	Win. Matter completed	\$11,131	-
Appeal of a Penalty Notice	Failure to Provide Name and Address Xuanjiang Yu	Win. Matter completed	\$2,774	-
Appeal of a Penalty Notice	Prosecution for breach of Development Consent, Passion Build Pty Ltd	Matter has been listed for hearing on 3 February 2023	\$2,921	-
Appeal of two Penalty Notices	Development for 7 to 9 Warners Avenue Willoughby not in accordance with Consent	Two wins involving two Fines of \$1,000 each plus costs of \$700. Matter completed	\$4,393	-
Non Compliance with Order No. 3407	Failure to register cats and dogs White and Price	Order complied with. Matter completed	\$968	-
Appeal of Penalty Notice	Breach of consent CD 2018/392 - Z Kabbout	Matter was withdrawn and completed	\$1,128	-
Total			\$23,314	-

Matter	Property/Type of Matter	Status	Fees Paid July 21- June 22	Legal Cost Recovery (Expected/ Paid)
FEDERAL COURT				
The Owners – Strata Plan No 87231 v 3A Composites GmbH & 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 parties have been ordered to file and service their evidence by 5 December 2022. The matter has been listed for case management on 12 December 2022 and it has been listed for a mediation on 31 March 2023	-	-

Matter	Property/Type of Matter	Status	Fees Paid July 21- June 22	Legal Cost Recovery (Expected/ Paid)
SUPREME COURT OF NSW				
JLT Risk Solutions (formerly known as Jardine Lloyd Thompson Pty Ltd)	Council is 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	Trial finished and parties are awaiting judgement	-	-

Matter	Property/Type of Matter	Status	Fees Paid July 21- June 22	Legal Cost Recovery (Expected/ Paid)
NSW DISTRICT COURT				
Mr J Hooper	Defamation proceedings	The interrogatories' process has been extended	-	-



Matter	Property/Type of Matter	Status	Fees Paid July 21-June 22	Legal Cost Recovery (Expected/Paid)
OTHER				
BAMM Medical Centres Pty Ltd	Lease dispute with tenant	Mediation was conducted in December 2021 and an agreement was reached between Council and BAMM	\$23,984	-
2 Buddha Pty Ltd	Lease dispute with tenant	Compulsory mediation terminated. Demands for rent issued to lessee and guarantors April 2022. Council has re-entered and PVL assisting with this process. PVL awaiting instructions to commence enforcement action, including proceedings against the tenant and guarantors	\$22,875	-

WORKS CARRIED OUT ON PRIVATE LAND

In 2021/22, no works on private land were undertaken under Section 67 of the *Local Government Act 1993*.

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.
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 is responsible for 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> .

FUNCTIONS DELEGATED TO EXTERNAL BODIES

We did not delegate functions to any external bodies during 2021/22.

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 \$1.4m.

The total remuneration packages for our senior staff for 1 July 2021 to 30 June 2022 was:

Position	Total remuneration (\$)
Chief Executive Officer	\$429,703
Senior Staff	\$980,939
Total	\$1,410,642

STORMWATER MANAGEMENT

We levied an annual charge for stormwater management services. The levy funded the following projects in 2021/22:

- Displaced Pipe Repair Program (Jenkins Street, Dickson Avenue, Cammeray Road, Alpha Road and Cevu Avenue)
- Chandos Street culvert repair
- Goodchap Road and Mowbray Road pipe replacement design
- Centennial Avenue stormwater pipe upgrade
- Stormwater Patching Program.

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 companion animal laws.

The information in this section is reported to the Office of Local Government under its guidelines.

During 2021/22, we received 50 reports of alleged dog attacks. As required, all 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.

16 companion animals were impounded. Council's Animal Holding Facility is located in Blacktown and has a 'no kill' policy. Animals are either adopted from their shelter or fostered until a permanent home can be found.

We conduct companion animal community education programs. This includes providing brochures on the responsibilities of pet ownerships to owners of newly registered animals. These are available from our website and Customer Service Centre. We also provide dog litter disposal bags in selected unleashed dog exercise areas. 12 of our parks are off-leash areas for the exercise of dogs. Our rangers do regular patrols of public places to ensure compliance with the Act.

We spent \$12,897 on companion animal activities this year.

Non-desexed pets that are impounded are desexed before being re-homed. We have an animal rehoming centre services agreement with our pound, which ensures animals are rehomed where possible. Animals are only euthanised if they have behavioural issues or significant health issues that make them unsuitable to rehome. We cover all the costs of this agreement.

SPECIAL RATES AND LEVIES

We have an infrastructure levy arising from an approved special rate variation. The additional income raised through this levy (and the movement in the associated reserves) is shown in the audited financial statements. The levy will cease in 2022/23.

RATES AND CHARGES WRITTEN OFF

Rates and charges totalling \$436,000 were written off this fiscal 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 209 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 refused	Wholly	Partly	Total
	0	0	0
% of total	0%	0%	0%

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	1	1	1%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	33	5	0	0	0	0	0	8	46	27%
Not for profit organisations or community groups	1	0	0	1	0	0	0	0	2	1%
Members of the public (by legal representative)	5	1	0	0	0	0	0	2	8	5%
Members of the public (other)	83	6	0	10	1	1	0	15	116	67%
Total	122	12	0	11	1	1	0	26	173	
% of total	71%	7%	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.

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)	122	12	0	11	1	1	0	26	173	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	122	12	0	11	1	1	0	26	173	
% of total	71%	7%	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)	4	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	4	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

	No of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	

* 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).

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	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	8	53%
Business interests of agencies and other persons	7	47%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	15	

* 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).

Timeliness

	No. of times consideration used*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	110	75%
Decided after 35 days (by agreement with applicant)	36	24%
Not decided within time (deemed refusal)	1	1%
Total	147	

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*	1	0	1	50%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal	1	0	1	50%
Total	2	0	2	
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	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	

Applications transferred to other agencies

	No. of applications transferred	% of total
Agency initiated transfers	0	0%
Applicant initiated transfers	0	0%
Total	0	

Planning agreements

The following planning agreements were in place during the 2021/22 financial year.

Date	Land subject of agreement	Parties to agreement	Description of agreement	Amendments	Notes/Status
23 Jun 2022	44-52 Anderson Street, Chatswood	Chatswood Square P/L	The developer to provide \$8,016,665 monetary contribution in three instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2021/1 Amend the WLEP to rezone from R3 Medium Density to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of first instalment is not yet due
11 May 2022	3 Ellis Street, Chatswood	MPG AU P/L	The developer to provide \$1,162,928.52 monetary contribution in three instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2020/7 Amend the WLEP to rezone from R4 High Density to B4 Mixed Use, increase FSR to 4.5:1 and increase height limit to 44m at this site.	Payment of first instalment is pending
5 Apr 2022	54-56 Anderson Street, Chatswood	DPG Project 18 P/L	The developer to provide \$5,228,120 monetary contribution in three instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2017/6 Amend the WLEP to rezone from R3 Medium Density to B4 Mixed Use, increase FSR to 5:1 and increase height limit to part 53m and part 90m at this site.	Payment of first instalment is not yet due

Date	Land subject of agreement	Parties to agreement	Description of agreement	Amendments	Notes/Status
17 Feb 2022	5-9 Gordon Avenue, Chatswood	DPG Project 17 P/L	The developer to provide \$4,549,455 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.	PP2018/3 Amend the WLEP to rezone from R3 Medium Density to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of first instalment is pending
20 Jan 2022	753 Pacific Highway and 15 Ellis Street, Chatswood	Ellis St Development P/L as Trustee for Ellis St Development Trust	The developer to provide \$2,639,479 monetary contribution in three instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2017/7 Amend the WLEP to part R4 High Density Residential and part SP2 Infrastructure to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 60m at this site.	Payment of first instalment is pending
17 Dec 2021	871-877 Pacific Highway, Chatswood	Goldfields Chatswood No. 2 P/L	The developer to provide \$2,738,700 monetary contribution in three instalments towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2018/4 Amend the WLEP to rezone from B5 Business Development to B4 Mixed Use, increase FSR to 6:1 and increase height limit to 90m at this site.	Payment of first instalment is not yet due
28 Oct 2021	58 Anderson Street, Chatswood	Reza Vakili of t/a Buildon	The developer to provide \$1,071,918 monetary contribution towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2018/1 Amend the WLEP to rezone from R2 Low Density to B4 Mixed Use, increase FSR to 4:1 and increase height limit to 53m at this site.	Full payment of contribution had been satisfied in Oct 2021
28 Oct 2021	3-5 Help Street, Chatswood	H and J Vakili	The developer to provide \$1,401,480 monetary contribution towards Council's Community Infrastructure Contributions (CIC) scheme. The Agreement sets out how and when the contribution is to be provided.	PP2017/8 Amend the WLEP to rezone increase FSR to 6:1 and increase height limit to 90m at this site.	Full payment of contribution had been satisfied in Oct 2021



Date	Land subject of agreement	Parties to agreement	Description of agreement	Amendments	Notes/Status
10 Mar 2021	6-30 Artarmon Road, 13 and 25 Richmond Avenue, Willoughby	MIRVAC Residential (NSW) Developments P/	The developer to provide: 1. \$500,000 towards upgrade works to Willoughby Rd, Artarmon Rd and Small St intersection; 2. \$1,000,000 towards public access ad regeneration works to Walter St Reserve; and 3. 1,769m ² (approx.17 units) of Affordable Housing Units dedication The Agreement sets out how and when the contributions are to be provided.	DA2020/136 Construction of five buildings containing 230 dwellings, retail/commercial space, basement car parking, landscaping and public domain works, extension of Scott Street and other associated works (SNPP) DA2020/137 Construction of four buildings containing 179 dwellings, basement car parking, landscaping and public domain works, extension of Scott Street and other associated works (SNPP) DA2020/271 Construction of one residential flat building including 36 dwellings. Basement car parking for 44 vehicles, public domain and landscape works (Building K)	Payment of first instalment is not yet due
30 Nov 2020	1-31 Walter Street, Willoughby, and 452-462 Willoughby Road, Willoughby	Walter Projects P/L	The developer to provide: 1. \$1,000,000 towards works for existing or new active transport network; 2. \$1,000,000 towards works for upgrading Willoughby Leisure Centre; and 3. \$520,660 towards works for public purpose determined by Council (within the meaning of the EP&A Act) The Agreement sets out how and when the facilities are to be provided.	PP2018/7 and PP2018/8 Amend the WLEP to rezone from R3 Medium Density to R4 High Density residential, increase FSR and height limit at this site.	All 3 payment categories had been satisfied in May 2021
27 Nov 2017	12 Frederick Street, St Leonards	Dexus Projects Pty Limited	The VPA makes a monetary contribution towards sports and recreation facilities and / or traffic management in the Willoughby local government area.	PP2016/2 Amend the WLEP to add an additional use of "hospital" on the southern portion of the site and increase the maximum FSR for hospital related buildings on the southern site	Payment had been satisfied in Feb 2019
27 Sep 2017	Gore Hill Technology Park (Former ABC Site) Lots 1-6 DP 270714 Broadcast Way, Artarmon	Lindsay Bennelong Developments P/L and Gore Hill Developments 1, 2 and 3	The effect of this Agreement is the provision of a monetary contribution for a Sporting and Recreation facility and the provision of a bus service. The Agreement sets out how and when the funding and bus service will be provided.	DA2008/42 Mixed Use technology business park comprising high technology industry, motor showroom/ workshops, community facilities and ancillary retail use at Gore Hill.	Payment had been satisfied in July 2019
25 Jun 2015	654-666 Pacific Highway, 2A Oliver Road and 1 Freeman Road, Chatswood (Meridian Chatswood)	Daraki Holdings P/L	This Agreement: 1. Dedicates 3m along Oliver Road for the purposes of local road widening 2. Dedicates 1m along Freeman Road for the purposes of local road widening.	DA2016/18 Demolition of structures, tree removal and construction of shop-top housing, basement car parking, commercial floor space and associated works.	Waiting for proponent's evidence for clearance of land contamination
5 Feb 2014	16 Thomas Street, Chatswood	Karimbla Properties (Meriton)	The VPA makes a monetary contribution towards: Willoughby City Council for the following Public Benefit Works including but not limited to: 1. Upgrade of Chatswood Oval and surrounding community facilities 2. Upgrade of the Chatswood High Oval to a synthetic surface and redevelopment of the abandoned tennis courts 3. Upgrade of playing surface at Beauchamp Oval, including drainage improvements and change room upgrades. 4. CBD streetscape improvements where required, it being noted that the works may vary as planning and costing's for these are further developed.	DPE's Part 3A Major project – MP09_0066/6 Thomas St Car Park - Approved by Minister on 28 Sept 2010	Payment had been satisfied in Oct 2015

Date	Land subject of agreement	Parties to agreement	Description of agreement	Amendments	Notes/Status
14 Jan 2014	73 Albert Avenue, Chatswood	Iglu No 202 P/L/	The Agreement comprises: 1. Dedication of Thomas Lane Road Reservation Land 2. Thomas Lane Embellishment Works.	DA2011/575 Demolition of existing buildings and construction of a 12-storey Building for purposes of a Boarding House (Student Accommodation), business identification signs, and associated works.	Land dedicated and Thomas Ln; Embellishment Work completed in January 2014
14 Oct 2013	1 Anderson Street, Chatswood	Westfield Shopping Centre	The VPA makes a monetary contribution towards a shortfall in car parking arising from the development of the Anderson "Eat Street" area.	DA2013/39 Alterations and additions - Level 3 Westfield (new restaurant).	Payment had been satisfied in February 2014
16 Sep 2013	65 Albert Avenue, Chatswood	Mandarin Development P/L	The VPA makes a monetary contribution towards a shortfall in car parking arising from the development.	DA2013/293 Restaurant fit-out at Level 2 food court.	Subject to various conditions for triggering the need for the related payment
2010	ABC Site at Gore Hill - 217 Pacific Highway (corner Campbell Street), Artarmon	Lindsay Bennelong Developments P/L	The effect of the Planning Agreement is that the developer must provide: 1. a Community building, and 2. a Shuttle bus service, and 3. a Sporting and recreation facility; in lieu of s.94 (s7.11) and s 94A contributions. The Agreement sets out how and when the facilities are to be provided.	DA2008/42 Mixed use technology business park at Gore Hill.	Revoked by new VPA dated 27 September 2017 (see above)

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 2021/22 are below.

Inspection type	No.
Inspections of tourist and visitor accommodation	0
Inspections of premises with more than two dwellings	11
Inspections that resulted in a certificate of compliance under s22D of the Swimming Pools Act	31
Inspections that resulted in a certificate of non-compliance under cl 21 of the swimming pools regulation	32



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 2021/22.

	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
Council Induction	•	•	•	•	•	•	•	•	•	•	•	•	•
Online Mayoral Induction	•												
Local Government NSW Special Conference	•	•	•		•	•	•	•		•		•	
ALGA National General Assembly	•	•		•	•	•			•			•	
Code of Conduct	•	•	•	•	•	•	•	•	•	•	•	•	•
Developing your Councillor Professional Development Plan)	•					•		•					
Elected Life	•	•	•	•	•	•	•	•	•	•	•	•	•
Speed Reading						•							
Social Media for Councillors	•					•							
Community and Stakeholder Engagement			•										
Communicating Council Information			•										
Handling Difficult Conversations			•										
Domestic Violence			•										
Chairing Effective Meetings	•												

Activity	Cr Giles-Gidney	Cr Campbell	Cr Coppock	Cr Eriksson	Cr Fernandez	Cr Mustaca	Cr Norton	Cr Rozos	Cr Rutherford	Cr Saville	Cr Tuon	Cr Wright	Cr Zhu
Planning in NSW	•												

The total cost for professional development and training programs for councillors for 1 July 2021 to 30 June 2022 was \$31,895.50.





A P P E N D I X

APPENDIX

1. Financial Statements
2. End of Term Report 2017-21



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