

# DELIVERY PROGRAM 2017-2022



City of Diversity

# Acknowledgment of Country

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

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

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# Introduction:

Welcome to the 2017-2022 Delivery Program, which outlines the key services and projects Council will be delivering over its term.

This Delivery Program aligns with the aspirations described in the Community Strategic Plan, *Our Future Willoughby 2028*, developed through engagement with the community, to articulate the future vision for Willoughby for the next 10 years.

The purpose of the Delivery Program is to illustrate what services and projects will be provided during the current Council term, and how these services and projects will be funded. The Council's term will be completed in September 2021 and the Delivery Program has a 5 year horizon.

This Delivery Program focus for this Council is to:

- *Deliver great urban design & landscaping*
- *Improve transport, traffic and parking*
- *Promote affordable housing*
- *Stimulate economic development*
- *Reduce our footprint*
- *Optimise our facilities*
- *Improve Council business & governance*

These strategic directions are linked to the Community Strategic Plan and will be used by Council to help prioritise resourcing and guide how Council delivers its services and infrastructure to the community.

Each of the 5 years of the Delivery Program are captured in an annual Operational Plan, a separate document, which provides the annual budget, fees and charges and a detailed list of projects and services to be delivered during the financial year.

This Delivery Program has many significant and exciting key projects set to be completed in the coming years together with our ongoing services. Some key projects include:

- Redevelopment of Gore Hill Recreation Park
- Finalising the future for development of Chatswood CBD and local centres
- Enhanced natural management for areas including Middle Harbour and the Lane Cove River catchment
- Delivering revised plans and works for the Chatswood Library , Willoughby Leisure Centre and former Northbridge and Artarmon Bowling club sites, laneways and The Concourse
- Ongoing implementation of a Disability Inclusion Plan
- Conversion of street lights to LEDs, expansion of solar farms and stormwater harvesting
- Upgrades to the Chatswood Park playground and three other parks and playgrounds
- Upgrade the drainage, irrigation and surface of Naremburn Oval and Rotary sportsfield
- Implementation of Willoughby's parking strategy – stage 1
- Strengthening relationships with business
- On-going renewal of infrastructure such as roads, footpaths and stormwater systems
- Progressing affordable housing

Council is committed to maintaining its current high level of service to the community, as well as delivering key projects and infrastructure to enhance life in the City of Willoughby.

# Mayor's Message

Willoughby is a strong, dynamic community that continues to thrive and evolve. The richness of its culture and diversity of our people, economy and landscape create an energetic and vibrant city.

Willoughby's Community Strategic Plan, Our Future Willoughby 2028, has been developed through comprehensive community engagement, and drives the direction of the Council for the next decade. This Delivery Program is a direct response to your priorities and identifies works and services to meet them.

You have told us of your desire for more green spaces and a healthy environment to enjoy, a vibrant and prosperous economy with employment opportunities and night time activities and a community where diversity is celebrated and everyone is welcome.

Through this Delivery Program you will see how we will achieve these priorities by reducing our carbon footprint, improving transport and parking, delivering great urban design and landscaping, optimising our facilities, stimulating economic development and more.

Our community has also identified effectiveness and accountability as a priority and we will continue to strive to be an open, transparent Council. We will focus on driving efficiencies, developing innovations in business and services, excelling in project management and delivering more effective governance.

Council continues to maintain a strong financial position. The Long Term Financial Plan, which is reviewed and updated each year, reflects the delivery of the outcomes contained in this Delivery Program, and provides assurance that this will continue to be the case in the future.

Community engagement is imperative to our planning process in order to ensure that the views and interests of our diverse community are heard. Our ongoing program of consultation and engagement will continue as we establish our priorities for the future.

I'm looking forward to what the future holds. I'm sure you share my enthusiasm for being a part of this inspirational community.

**Gail Giles-Gidney**  
**Mayor, Willoughby City Council**





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

# This Council Term

On 9 September 2017, the new Council was elected to represent the City of Willoughby for a term of three years. Ordinarily, a Council term has a duration of four years, however, due to the State Government's local government reform process, the election for Willoughby and 45 other Councils across the state was delayed. In response to COVID-19,

the NSW Government deferred the 2020 local government election to 2021.

Willoughby has a total of 13 Councillors including a popularly elected Mayor, who represent four wards. The next Council elections will occur in September 2021.

# Reporting our progress

Council will provide the community with six-monthly updates on how it is tracking to deliver the services and projects outlined in the Delivery Program. Council also prepares an Annual Report, which provides commentary on the implementation of the

Delivery Program and Operational Plan. The Annual Report contains information required by legislation to give the community a greater understanding of how Council is performing as an organisation. All reports are available on Council's website.

# Delivery Program Key Strategic Directions

The Delivery Program is driven by a series of key strategic directions. These strategic directions link to the aspirations in the Community Strategic Plan, *Our Future Willoughby 2028*, and have been developed to address current challenges and assist resource allocation to areas of high priority.

*Community Strategic Plan Outcomes and Community Priorities*, on pages 12 to 23, outline the actions which will progress the achievement of the community's aspirations.

Our key strategic directions are:

- *Deliver great urban design & landscaping*
- *Improve transport, traffic and parking*
- *Promote affordable housing*
- *Stimulate economic development*
- *Reduce our footprint*
- *Optimise our facilities*
- *Improve Council business & governance*



Lowanna Park playground upgraded in 2018 as part of Council's approach to Urban design and landscaping



# Challenges and Gap Analysis

As part of the process of developing the long term Community Strategic Plan, *Our Future Willoughby 2028*, Council undertook a Gap Analysis to identify important social issues and community needs. The Gap Analysis was provided to the community during engagement activities, and together with community input, has been used to develop the strategic directions in this Delivery Program and to ensure the effective delivery of services and infrastructure.

There are nine key areas with foreseeable challenges in the future. These are:






1. Population Growth
2. Employment
3. Housing Affordability
4. Transport
5. School Overcrowding
6. Aging Population
7. Sense of Community
8. Youth Development
9. Climate Change



# Linking our strategies

The key strategic directions that drive this Delivery Program link directly to the outcomes in our long term strategic document, *Our Future Willoughby 2028*. The table below indicates how each of our seven Delivery Program key strategic directions helps

achieve one or more of the five outcomes in our Community Strategic Plan. This integration of short, medium and long term planning is a key element of ensuring the work we deliver now is helping to achieve the long term aspirations of our community.

		OUR FUTURE WILLOUGHBY 2028 OUTCOMES				
		 <b>A City that is green</b>	 <b>A City that is connected and inclusive</b>	 <b>A City that is liveable</b>	 <b>A City that is prosperous and vibrant</b>	 <b>A City that is effective and accountable</b>
KEY STRATEGIC DIRECTION	Deliver great urban design & landscaping					
	Improve transport, traffic and parking					
	Promote affordable housing					
	Stimulate economic development					
	Reduce our footprint					
	Optimise our facilities					
	Improve Council business & governance					

# HOW TO READ THIS SECTION

Community Strategic Plan,  
*Our Future Willoughby 2028 Outcome*

## OUTCOME 1

### A City that is green

Our City will become a leader in sustainability. We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways. We will aspire to meet the needs of our community and environment while not compromising those of future generations.

#### WE WILL DELIVER

##### REDUCE OUR FOOTPRINT

- **Community education and consumption: 1.5**  
Reduced consumption of resources & impacts on natural environment
- **Solar PVs: 1.5**  
Artarmon Kids Cottage and The Concourse completed by 2018/19
- **Paper Consumption: 1.5**  
Significantly reduced
- **Artarmon Stormwater Harvesting & Reuse: 1.5**  
Implement the scheme
- **Natural Area Management: 1.3**  
Bushland management actions delivered in accord with plans

##### DELIVER GREAT URBAN DESIGN & LANDSCAPING

- **Streetscape design guidelines: 1.5**  
Guidelines developed and inform plantings & maintenance

Key  
Strategic  
Direction

Initiative by Council

Community Strategic Plan,  
*Our Future Willoughby 2028*, reference  
e.g. Outcome 1, Community Priority 5 = 1.5

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Guidelines developed and inform plantings & maintenance



## WE WILL CONTINUE TO DELIVER

### SERVICES

- Better Business Partnership
- Resource recovery - waste management/recycling
- Sustainable environment - education, projects, business
- Bushland management and maintenance
- Tree planting, street tree planting programme and tree preservation orders
- Urban Design and Streetscape Improvements



# OUTCOME 2

## A City that is connected and inclusive

We are a City that is connected through our people, transport, technology and history. We celebrate the diversity of our people and provide opportunities to connect through activities, services and places. We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles. Our City will be a Smart City of the future supported by digital infrastructure.

### WE WILL DELIVER

#### REDUCE OUR FOOTPRINT

- **Cycling and cycle path development: 2.1**  
Extension of Council's bike network as per the Bike Plan  
Viable bike sharing system achieved
- **Efficient transport solutions: 2.1**  
Implement parking and traffic study recommendations  
Upgrade of Sydney Metro delivered by State government  
Review of bus zones completed

#### IMPROVE TRANSPORT, TRAFFIC AND PARKING

- **Northbridge Car Park: 2.1**  
Design and negotiations to continue subject to landowner involvement
- **Parking and Traffic: 2.4**  
City wide traffic and parking strategy delivered and implementation commenced  
Parking app and directional signage operational



## WE WILL CONTINUE TO DELIVER

### SERVICES

- Children's services
- Youth Services
- Aged Care
- Disability Inclusion and Access Plan
- Community Centres
- Multicultural services
- Infrastructure and parking management
- Traffic and transport planning
- Road safety projects
- Construction and maintenance of roads, footpaths, kerb/gutter and car parks
- Zoning certificates
- Developer contributions and car parking contributions

# OUTCOME 3

## A City that is liveable

We are a City that is safe, engaging, vibrant and supported by great urban design. Our City has lively village centres and a strong Central Business District that we will celebrate and promote. Our community will have access to and spaces that promote a healthy and active lifestyle.

### WE WILL DELIVER

#### OPTIMISE OUR FACILITIES

- **Sportsgrounds: 3.2**
  - Upgrade Chatswood Oval and surrounds as per endorsed plan and works
  - Complete floodlighting of 2 sports fields (subject to approvals)
  - Complete Rotary Sports field irrigation and turf upgrade
  - Resurface Willis Courts 4, 5 and 6
- **Parks and Playgrounds: 3.2**
  - Upgrade/renewal of 41 parks and playgrounds
- **Gore Hill Stage 1: 3.2**
  - Park and Oval completed 31 December 2018
- **Willoughby Leisure Centre Strategic property upgrade & investment plan: 3.4**
  - Upgrade change rooms completed
  - Refurbishment plan presented to Council for adoption and implementation commenced
- **Victor Street Offices: 3.4**
  - Upgrade works commenced and deliver improved customer and public access and productivity for staff and Councillors
- **Library upgrades: 3.4**
  - Increase internet speeds and data allowance at Willoughby City Council libraries
  - Business & community space upgrade at Chatswood Library

#### DELIVER GREAT URBAN DESIGN & LANDSCAPING

- **Local Centres planning and upgrades program: 3.6**
  - Local Centres consultation translated in Local Environmental Plan / Development Control
  - Plan provisions
  - Enhancement program for centres adopted and being implemented
- **CBD Public Safety Program: 3.6**
  - Implemented

#### PROMOTE AFFORDABLE HOUSING

- **Affordable Housing: 3.6**
  - Development Proposal drafted and partner secured in 2018
  - Implementation of Affordable Housing project commenced





## WE WILL CONTINUE TO DELIVER

### SERVICES

Willoughby Leisure Centre  
Open space and Sportsgrounds  
Rangers and Compliance  
Development Enforcement  
Swimming pool safety  
Bushland  
Environmental health  
Property operations and assets  
Street cleansing  
Street and road signs  
Recreation assets  
Library  
Housing  
Affordable Housing  
Transport



# OUTCOME 4

## A City that is prosperous and vibrant

Our City will have a robust economy with meaningful and diverse employment opportunities close to home. We will be a City where local and global businesses thrive. Our City, its places and vibrancy will attract businesses and visitors from around the world. We will be leaders in creativity and innovation.

### WE WILL DELIVER

#### IMPROVE COUNCIL BUSINESS & GOVERNANCE

- **Improvements for Business: 4.1**  
Easy to do Business Program implemented in partnership with the State government

#### STIMULATE ECONOMIC DEVELOPMENT

- **Creative Hub @ The Concourse Precinct: 4.1**  
Concept tested and proposal developed  
Pilot trial in 2019
- **Strengthening Business relationships: 4.1**  
Review and implement a model that promotes economic development and engages local businesses, including Chinese businesses by 30 June 2020
- **Better Business Partnership: 4.1**  
Continue to foster sustainability within business and to reduce use of energy, water and to reduce waste

- **Strategic planning: 4.1**  
Chatswood CBD Planning and Urban Design Strategy adopted and Industrial Lands Strategy delivered.

#### OPTIMISE OUR FACILITIES

- **Former Artarmon Bowling Club Development: 4.4**  
Completed by 30 June 2019
- **Former Northbridge Bowling Club: 4.4**  
Masterplan resolved by Council and implementation plan adopted
- **Willoughby Park Bowling Club: 4.4**  
Concept for redevelopment by 2019

#### DELIVER GREAT URBAN DESIGN & LANDSCAPING

- **Laneways: 4.4**  
Concepts identified for Post Office Lane, Mills Lane and Thomas Lane



## WE WILL CONTINUE TO DELIVER

### SERVICES

- Festival and events
- Arts and cultural services
- The Concourse Precinct
- Community Venues and Centres
- Planning – Urban Strategy
- Planning – CBD Strategy
- Better Business Partnership
- Streetscape – Urban Design



# OUTCOME 5

## A City that is effective and accountable

A City that is governed by an ethical Council that is open, transparent and accountable. A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf. We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities.

### WE WILL DELIVER

#### IMPROVE COUNCIL BUSINESS & GOVERNANCE

- **Customer Perception Survey: 5.1**  
Results analysed & action plan developed – Dec 2018  
New survey delivered in 2020
- **Webcasting of Council Meetings: 5.1**  
Implemented by February 2018
- **Independent Planning Panels: 5.2**  
Established and operating well
- **Planning Approvals Improvements: 5.2**  
Improvements implemented and approval processes and times streamlined
- **Infrastructure Levy and Asset Management Plans: 5.3**  
Reduce backlog and improve condition of community assets
- **New Community Strategic Plan and Delivery Plan: 5.4**  
Adopted by 30 June 2018
- **Fraud and Corruption Plan: 5.1**  
Adopted by Council in 2018
- **Information and Communication Technology (ICT) Strategy for Council: 5.1**  
Adopted by Council and being implemented from 2018



## WE WILL CONTINUE TO DELIVER

### SERVICES

- Customer service centre
- Oversight of Council Procurement
- Governance and administration
- Public Relations and communications
- Engineering design and surveying
- Engineering conditions associated with development applications
- Development, building, subdivision and rezoning applications
- Community engagement
- Stakeholder and grants management



# Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting Framework helps local government across the State approach strategic planning in a consistent manner. The framework connects all of Council's various plans and policies to assist with planning for the future.

There are three plans which Council prepares for the community:

TITLE	DESCRIPTION	TIMESPAN
Community Strategic Plan	This plan articulates the communities long term vision and aspirations	10+ years
Delivery Program (This document)	Outlines what will be delivered to the community during Council's term of office	Generally 4 years
Operational Plan	Outlines what will be delivered in the financial year, along with annual budget and funding information	One financial year

The Integrated Planning and Reporting Framework is driven by ongoing community engagement and the capacity to resource projects, works and services (outlined in Council's Resourcing Strategy).



# Outcomes and Community Priorities

The City outcomes outlined in the plan show our community's future direction and will guide Council policy making and service delivery.

Outcome	Community Priorities
<b>A CITY THAT IS GREEN</b>	<ul style="list-style-type: none"> <li>1.1 – Create and enhance green spaces.</li> <li>1.2 – Promote sustainable lifestyles and practices.</li> <li>1.3 – Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems.</li> <li>1.4 – Reduce energy, water and resource waste and encourage reuse and recycling.</li> <li>1.5 – Reduce carbon and greenhouse gas emissions.</li> </ul>
<b>A CITY THAT IS CONNECTED AND INCLUSIVE</b>	<ul style="list-style-type: none"> <li>2.1 – Enhance transport choices and connections throughout the City.</li> <li>2.2 – Respect and celebrate our history and heritage sites.</li> <li>2.3 – Celebrate and encourage our diversity.</li> <li>2.4 – Reduce parking and traffic congestion.</li> <li>2.5 – Create family friendly neighbourhoods that connect people.</li> <li>2.6 – Improve access to digital services in public places.</li> <li>2.7 – Promote accessible services for the community.</li> </ul>
<b>A CITY THAT IS LIVEABLE</b>	<ul style="list-style-type: none"> <li>3.1 – Foster feelings of safety, security and cleanliness.</li> <li>3.2 – Create recreation spaces for all.</li> <li>3.3 – Promote an active and healthy lifestyle.</li> <li>3.4 – Create desirable places to be and enjoy.</li> <li>3.5 – Maintain quality of life by balancing population growth with the provision of assets and services.</li> <li>3.6 – Activate local spaces in creative ways.</li> </ul>
<b>A CITY THAT IS PROSPEROUS AND VIBRANT</b>	<ul style="list-style-type: none"> <li>4.1 – Facilitate the development of all businesses.</li> <li>4.2 – Build and support a night-time economy.</li> <li>4.3 – Create memorable food destinations.</li> <li>4.4 – Attract visitors and promote local, destination-based tourism.</li> <li>4.5 – Diversify our economy including creative and innovative industries.</li> <li>4.6 – Facilitate the viability and vibrancy of our village centres.</li> </ul>
<b>A CITY THAT IS EFFECTIVE AND ACCOUNTABLE</b>	<ul style="list-style-type: none"> <li>5.1 – Be honest, transparent and accountable in all that we do.</li> <li>5.2 – Demonstrate leadership and advocacy for local priorities.</li> <li>5.3 – Balance the creation of new public assets with the upgrade of existing public assets.</li> <li>5.4 – Anticipate and respond to changing community and customer needs.</li> <li>5.5 – Make it easy for citizens to participate in decision making.</li> </ul>



# Resourcing and Funding

A Resourcing Strategy supports Council's short, medium and long term strategic plans. The Resourcing Strategy consists of the Long Term Financial Plan, Workforce Plan and Asset Management Policy and Plans.



The Long Term Financial Plan, along with the annual Operational Plan and Budget, provide projected and current snapshots of Council's financial standing. Financial forecasts take into account Council's future revenue streams and operational expenses. Another factor which impacts financial forecasts is the maintenance of Council's assets. Asset Management Plans have been developed in line with community expectations. They forecast the cost of maintaining and renewing each type of asset.

Council's Workforce Plan provides direction on the human resources required to deliver services and infrastructure to the community in the long term. As needs and expectations change over time, as well as the way of doing work, the Workforce Plan will outline solutions to ensure efficient and quality work. The Workforce Plan links to the Asset Management Plans and Long Term Financial Plan to make the full suite of resourcing documents.







WILLOUGHBY  
CITY COUNCIL

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



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