

OPERATIONAL PLAN 2019–2020



Acknowledgement of Country

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

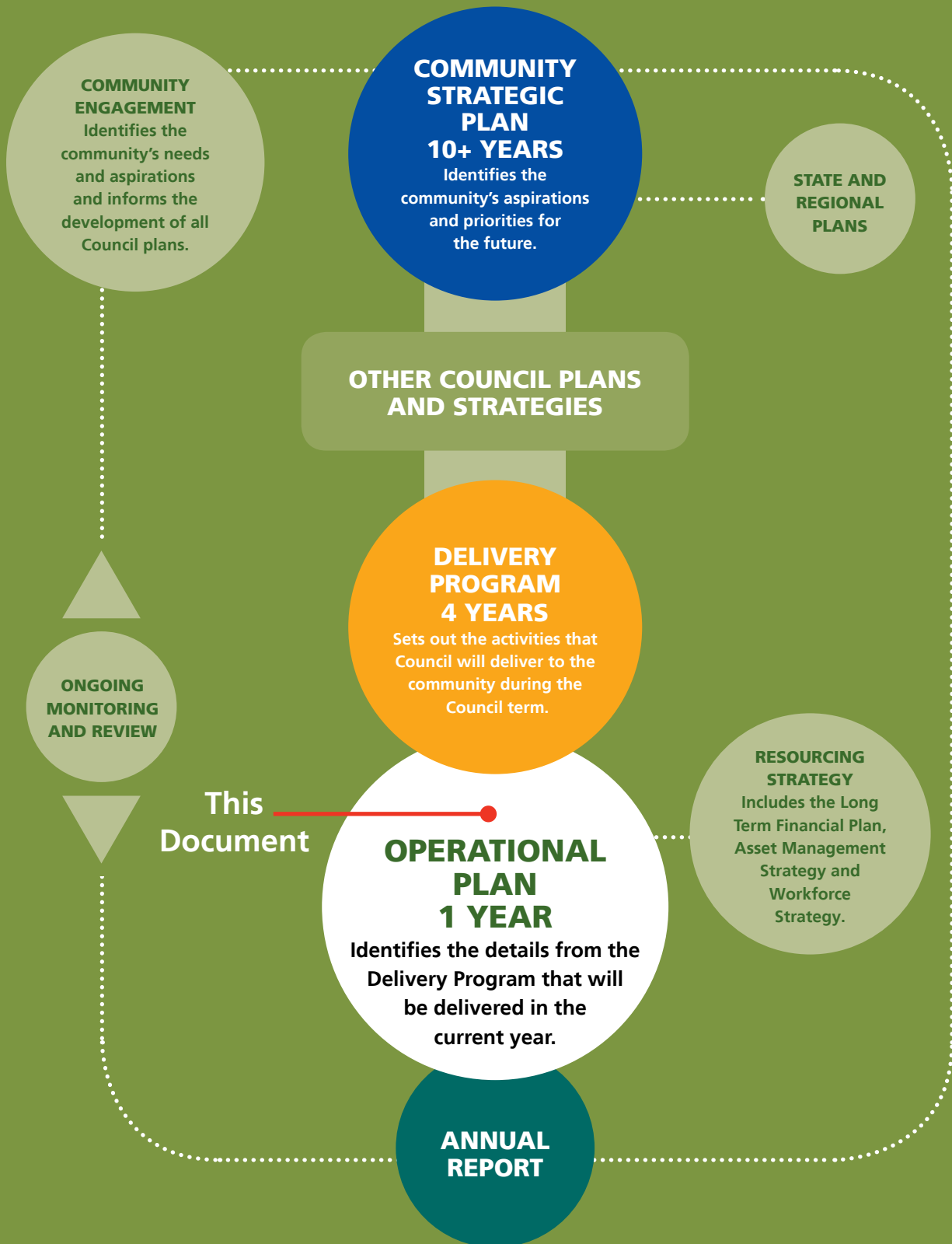
We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.

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Annual Fees and Charges	Refer to attachment



INTEGRATED PLANNING AND REPORTING FRAMEWORK



Introduction

The 2019-20 Operational Plan and 2019-20 budget details the services and projects which will be delivered to the community, and how they will be funded. The Operational Plan links directly to Council's four year Delivery Program 2017-2021 which is guided by the Community Priorities in the future focused Community Strategic Plan, *Our Future Willoughby 2028*.

Council provides a wide range of services and works to the community. These include projects and capital works, services and activities. The Operational Plan provides a full account of these. It indicates how progress is measured and organisational business improvements and efficiencies are achieved.

Included along with the Operational Plan is the annual budget and the annual rates, fees and charges.



Projects and Capital Works – All proposed projects for the financial year have been prioritised and timed to ensure that funding provided is reflective of community need.



Business Improvements – Areas identified in which efficiencies or improved customer service can be achieved.



Resources – Budgets, staffing and assets are allocated for services and projects, and form part of this Operational Plan.



Activities – Services that do not require project funding form part of the Operational Plan and their progress is tracked.



Performance Indicators – To provide accountability to the community and ensure services are delivered as promised, targets are set and reported on.

Mayor's Message

As a council, our role is to serve you with integrity and accountability and deliver on your expectations. This 2019-20 Operational Plan and budget details exactly how we will do that over the next year. While Council's meetings and reports are all publicly available, this plan aims to be an easy-to-read snapshot of what we're planning to do, how we will do it and how much we'll spend. It's based on what you've told us you want through public consultations, in letters and emails, in face-to-face drops in and via your local Councillors.

As we work on this plan, we'll be in touch regularly to ask for your detailed comments and ideas. Each park, policy or change is open for community comment and we love to hear your feedback. We want to ensure each project is just how the community wants it.

I'm pleased that the sound financial management continues and the budget is very healthy. We have carefully planned and considered revenue and rates and budgeted in line with essential services and your needs. Council is in an excellent financial position and I invite you to read more detail in this plan to see the exact figures.

Along with delivering regular services such as rubbish collection, recycling and maintaining libraries, parks and roads, there are many

exciting capital works, services and activities budgeted. This includes a bush education program, Willoughby Park playground update, Willis Futsal Courts resurfacing and an Artarmon Oval surface upgrade, among others.

While this plan reflects the 'nuts and bolts' of Council, it also reflects the diverse and rich community in which we share. As Mayor, I attend over 200 community events, sporting clubs and community group gatherings each year. I am privileged to witness the enthusiasm and rich tapestry of our community's spirit. It is resilient and welcoming.

Making a major contribution to this is the volunteers who support vital services including the MOSAIC Centre, the 'At Home with Willoughby' program, Meals on Wheels, our libraries, Bushcare and special events. I deeply appreciate the work of our generous and giving community.

I am looking forward to a successful new financial year and I'm sure you share my enthusiasm for being a part of this extraordinary community.

Gail Giles-Gidney
Mayor, Willoughby City Council





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



General Manager's Message

As staff, we are keenly aware of our responsibilities in serving Willoughby. We are active custodians of the environment and seek to strengthen the resilience of our residential and business communities. Good leadership and governance help to deliver a more liveable and inclusive City.

The Operational Plan 2019/20 outlines Council's action plan to deliver these aspirations for the next financial year.

The Plan has more than 200 projects. Some of these are new capital works – projects that transform how people in Willoughby live and move; others relate to services, education and planning for the City's future.

Highlights of the plan include:

- Refreshing our public domain around shopping precincts, including Artarmon, Willoughby and Northbridge to improve amenity
- Rolling out an ongoing program of traffic works and upgrades to roads, bike paths and footpaths across Willoughby and traffic and parking strategies to manage traffic congestion
- Continuing to preserve our green spaces, waterways and biodiversity, and reducing and reusing our resources to minimise waste, landfill and greenhouse gases through environmental projects. These include renewing gross pollutant traps, reconstructing bush walking tracks, battery storage and community education

- Rolling out an ongoing program of open space improvements including upgrades to parks and playgrounds, oval irrigation and drainage and sports lighting to promote physical activity and health
- Reviewing our planning controls to guide and manage development in our city
- A busy year round calendar of events and festivals including Vivid, Lunar New Year Festival and Emerge that help create a vibrant Willoughby.

We are also delivering another operating surplus, which places Willoughby in a very strong and stable financial position. The Audit Office of NSW Report on Local Government to Parliament show Willoughby is one of the top five councils in the state in terms of its financial and asset management performance. However, we recognise resources are not infinite and we will continue to use resources efficiently and effectively.

The plan also has performance measures to gauge success and delivery.

The Willoughby City Council team looks forward to continuing to deliver high quality projects and services to our community.

Debra Just
General Manager, Willoughby City Council



EXECUTIVE LEADERSHIP TEAM

**L-R: Greg McDonald (Planning & Infrastructure Director), Debra Just (General Manager),
Melanie Smith (Community Culture & Leisure Director) and Dean Frost (Customer & Corporate Director)**

Highlights

PROJECTS TO BE DELIVERED 2019/20



'Live Well' Bushland Education - \$87,400

Scope: Guided bushwalks to Willoughby's diverse community in conjunction with the MOSAIC (multicultural) Centre. It will provide curriculum-based access to bushland reserves for local schools, including the compilation and publication of the 'Wildlife Story Book'. Major public events include Tree Day and the Emerge Festival.

Benefits: Benefits include training for Bushcare volunteers and community gardeners while engaging with residents of all ages to enhance their experience of nature.



Walking Tracks: Middle Harbour Catchment - \$147,500

Scope: Existing bush tracks in the Middle Harbour catchment will continue to be reconstructed to make them safer and to reduce erosion. Stabilised surfaces are combined with sandstone steps in keeping with the sandstone topography and natural setting.

Benefits: Increased public access to bushland reserves and decreased environmental impacts and maintenance from erosion.



Pacific Highway Shared Path Study - \$50,000

Scope: Investigation of a 3.5km shared path for pedestrians and cyclists on the Pacific Highway between Mowbray Road, Artarmon and St Leonards Station. Includes completion of a concept design plan.

Benefits: Reduced traffic congestion and increased health and wellbeing for the community.



Willoughby Park Playground Update - \$500,000

Scope: There is a rolling renewal program for Council's playgrounds, with Willoughby Park in line for new play equipment and upgrades in 2019/20.

Benefits: Increased community use with resulting health benefits.

Highlights (continued)

PROJECTS TO BE DELIVERED 2019/20



Willis Futsal Courts Resurfacing - \$200,000

Scope: Undertake major repairs to the sub base and resurfacing.

Benefits: Higher quality playing surface. Increased community use.



Chatswood Park Master Plan Implement Actions - \$650,000

Scope: Demolition of Cedric Pike Pavilion. Further upgrading to pathways, entrances, planting, furniture, lighting, and signage as outlined in the Master Plan.

Benefits: Creation of green space and improvement to park amenity including improved pedestrian access, wayfinding and safety.





Artarmon Oval Surface Upgrade - \$800,000

Scope: Renew drainage, irrigation and replace oval surface.

Benefits: Higher quality playing surface.
Increased community use.



Wilkes Ave Artarmon Streetscape Stage 1 - \$500,000

Scope: Improved landscaping, footpaths and street furniture.

Benefits: Improved pedestrian safety and enhanced visual quality of the shopping precinct, making the area more attractive for business, locals and visitors.

Highlights (continued)

PROJECTS COMPLETED 2018/19



Gross Pollutant Trap 4-Year Renewal Program, Flat Rock Creek - \$45,000 fully funded by Sydney Water

Scope: Install floating trap at Flat Rock Creek to collect rubbish and pollutants.

Benefits: Cleaner bushland reserves and healthier waterways.



Gore Hill Park Redevelopment - \$1M Council contribution, \$9.5M from the Federal Government

Scope: The Gore Hill Park Redevelopment included the installation of a synthetic field, a flood mitigation with an onsite detention tank, a perimeter walking path, see-saw floodlighting, accessible playground with barbeques, picnic tables and bubblers, accessible building with change rooms, public toilets, function room and kiosk, a new carpark, bike racks and gardens.

Benefits: The synthetic field provides more than double the playable hours than the natural field did. The field was rotated to create space for the planned construction of stage two: a new indoor multisport complex. The new playground responds to the needs of a growing community and the increase in young families living in high density housing.



Willoughby Park Bowling Club - \$445,000

Scope: Refurbishment of the heritage-listed hall, new commercial kitchen with grease trap, floor finishes, repainting of internal areas.

Benefits: The commercial kitchen can cater for larger events and improves leasing opportunities.

Highlights (continued)

PROJECTS COMPLETED 2018/19



Business and Community Space in Chatswood Library - \$650,000

Scope: New entry, and foyer area and service point; three new hireable meeting spaces; relocation of local studies collections; creation of new quiet study zone; relocation of public computers; new service point at the rear of the library.

Benefits: Better zoning for quiet and noisy activities/use; improved capacity for public information and displays; smaller service points reducing barriers between staff and visitors.





Muston Park Master Plan - \$732,000 including a grant of \$200,000 from the NSW Government

Scope: Landscape improvements including upgrading the playground area and park entrances from Penshurst Street, Douglas Ave and Warrah Street.

Benefits: Increased community use with resulting health benefits. The playground has been designed to meet current best practice for inclusive design – this includes an expanded path network, pod swing and sensory items.



Willis Park Annex and Main Clubhouse - \$160,000

Scope: General repairs and painting to the exterior and interior of the building, electrical safety upgrades, new café flooring, replacement of non-compliant glass to the main hall of the clubhouse and replacement of tactile floor tiles.

Benefits: Improved access to the Club house from the car park, and general amenity for facility users.

Projects & Capital Works

SUMMARY

Category	Proposed 2019-20 Funding (\$)
Bridges	126,500
Buildings and Investment Properties	9,489,000
Carparks	1,260,000
Community Life	90,000
Community Safety & Street Lighting	150,000
Corporate Services	245,000
Culture & Leisure	250,750
Customer Service	65,000
Environmental Projects	3,885,040
ICT Projects	2,885,000
Kerb & Gutter	348,830
Marketing & Events	1,731,600
Open Space Sport	1,925,000
Public Domain (Streetscapes)	1,640,000
Recreation Parks & Playgrounds	3,125,400
Retaining Walls	460,000
Road Pavements	2,749,104
Stormwater & Drainage	2,114,994
Traffic Management	270,000
Transport Active Footpaths	953,825
Urban Planning	50,000
Grand Total	33,815,043



HOW TO READ THIS DOCUMENT

Category of Projects and Capital Works

The value of all Projects and Capital Works proposed for this category in 2019/20 Budget

PUBLIC DOMAIN			\$1,640,000
Footpath Renewal			\$1,640,000
301457	Wilkes Ave Artarmon- Streetscape Stage 1	5.3	\$500,000
301458	Penshurst St/Mowbray Rd/Oakville Rd Willoughby - Construction	5.3	\$600,000
301459	Hampden Rd Artarmon - Streetscape Stage 2- Design	5.3	\$150,000
301460	Woonona Rd/Sailors Bay Rd Northbridge - Design & Construction	5.3	\$230,000
301461	Sailors Bay/Strathallen/Eastern Valley Northbridge - Design	5.3	\$160,000

Project Number

Estimated cost of Project for 2019/20

Subcategory of Projects and Capital Works

Community Strategic Plan (CSP),
Our Future Willoughby 2028, reference
e.g. Outcome 5, Community Priority 3 = 5.3

BRIDGES		\$126,500	
Major Bridges		\$126,500	
301428	Bridge inspections	2.1	\$66,500
301432	STRBR-007 – Steel Pedestrian Bridge on Park Road under Willoughby Road	2.1	\$20,000
301433	STRBR-013 – Bridge repair works in North Arm Reserve over Creek, Middle Cove	2.1	\$40,000
BUILDINGS AND INVESTMENT PROPERTIES		\$9,489,000	
Amenities		\$100,000	
301221	Accessible public toilet, Kids Cottage, Jersey park - design and installation	3.4	\$100,000
CCTV		\$100,000	
301367	Stage 2 - Expansion of CCTV Coverage - The Concourse	5.3	\$100,000
Community Centres		\$845,000	
301344	Design and refurbishment - Northbridge Memorial Hall	3.5	\$10,000
301373	The Concourse - BMS Software Change Over	5.3	\$300,000
301174	Bales Park Play Area	5.3	\$35,000
301434	Warners Park - one off upgrade	2.5	\$50,000
301443	Roof Replacement - Warner's Park Centre	5.3	\$40,000
301372	Artarmon Library - Repair of Bell Tower Roof	5.3	\$50,000
301211	Devonshire Street- Long Day Care Centre Outdoor Space	3.4	\$170,000
301447	Replacement of shade structure Devonshire Long Day Centre	3.4	\$40,000
301366	The Concourse - Amenities Repairs	5.3	\$150,000
Council Offices		\$2,020,000	
301490	Audit of Storage Needs - Victor St Office Accommodation	5.1	\$20,000
301456	Council Building Upgrade	5.1	\$1,435,000
301456	Council Building Upgrade - Customer Experience	5.1	\$565,000
Courts		\$240,000	
301334	Chatswood Tennis Court	3.4	\$240,000
General		\$190,000	
301364	Replace Roofing to Devonshire Street Cottages	5.3	\$90,000
301429	Hazardous materials audits and Removal	5.3	\$100,000
Investment Property		\$150,000	
301376	Property Development Masterplan	5.3	\$150,000

Leisure Projects			\$444,000
301338	Northbridge Bowling Club (Design and Construction)	5.3	\$144,000
301465	WLC* major upgrade of pool hall	3.2	\$100,000
301476	Gore Hill Oval - Stage 2 Works	3.2	\$200,000
Lighting			\$400,000
301339	Venue Lighting Upgrade	5.3	\$400,000
Performing Arts			\$5,000,000
301194	The Concourse Compliance Upgrade	5.3	\$5,000,000
CARPARKS			\$1,260,000
All Carpark Works			\$1,260,000
300158	Northbridge Plaza Car Park(Improvement works detail design)	2.4	\$1,250,000
301336	Car Park Design Renewal Works	2.4	\$10,000
COMMUNITY LIFE			\$90,000
Community Centres			\$30,000
301448	Facility set up - Northbridge Bowling Club	2.7	\$30,000
Data Collection Research			\$60,000
301449	Community Wellbeing Survey	2.5	\$60,000
COMMUNITY SAFETY & STREET LIGHTING			\$150,000
Lighting			\$150,000
301427	Street Lighting - Council Wide lighting improvement project	5.3	\$150,000
CORPORATE SERVICES			\$245,000
Collaboration and Innovation			\$20,000
301328	Innovation and Collaboration Portal	5.1	\$20,000
Internal Systems Develop			\$180,000
301350	Leadership Development	5.1	\$100,000
301337	Training at Willoughby	5.1	\$40,000
301351	Employment Branding	5.1	\$40,000
Data Analysis/Policy Direction			\$45,000
301346	Employee Engagement	5.1	\$45,000

*WLC: Willoughby Leisure Centre

CULTURE AND LEISURE		\$250,750	
Courts		\$200,700	
301321	Willis Futsal Courts Sub Base Replacement & Court Resurfacing	3.2	\$200,700
Leisure Projects		\$20,050	
301322	WLC* Blend Cafe Furniture	3.4	\$5,050
301325	New Pool Cleaner for WLC*	3.4	\$15,000
Planning & Strategy		\$30,000	
301491	O H Reid Reserve - Master Planning - Citizens Panel Mediation	5.5	\$30,000
CUSTOMER SERVICE		\$65,000	
General		\$65,000	
301255	Service Improvement and Benchmark Program - Customer Service	5.1	\$15,000
301256	Community Perception Survey 2020	5.1	\$50,000
ENVIRONMENTAL PROJECTS		\$3,885,040	
Amenities		\$40,000	
301269	Electric Vehicle (EV) public charging stations - Research and Installation - The Concourse		\$40,000
Biodiversity		\$1,612,029	
301224	Castlecrag Reserves Restoration – Reserve Connectivity	1.3	\$90,177
301225	Catchment Management Actions – Lane Cove River Catchment	1.3	\$43,709
301226	Catchment Management Actions – Middle Harbour	1.3	\$136,590
301227	Live Well in Willoughby Environmental Education - Bushland (Community Projects)	1.3	\$87,418
301228	Natural Area Management – Lane Cove River Catchment	1.3	\$174,836
301229	Natural Area Management – Middle Harbour	1.3	\$448,018
301230	Streetscape Canopy Replenishment	1.3	\$43,000
301231	Flat Rock Gully Restoration (268401098)	1.3	\$30,000
301232	Bushland Stormwater Armouring	1.3	\$40,000
301233	Sharing Sydney Harbour Access Program	1.3	\$30,000
301234	Walking Tracks – Lane Cove River Catchment	1.3	\$38,245
301235	Walking Tracks – Middle Harbour Catchment	1.3	\$147,518
301249	Reserve Linkage Planting	1.3	\$147,518
301415	Waterway Maintenance Plan: Hand Cleaning of Creeks	1.3	\$55,000
301327	Public Tree Inventory - Continued Data collection and inspection	1.3	\$100,000

*WLC: Willoughby Leisure Centre

Energy Conservation including upgrade/renewal			\$517,600
301267	WCC buildings Battery Storage Project	1.3	\$200,000
301252	Community Energy Assessments	1.4	\$39,600
301265	Willoughby Leisure Centre Energy Efficient Operations funding	1.4	\$78,000
301332	WCC Buildings Electricity Meter Upgrades	1.4	\$60,000
301273	WCC Sustainable Fleet and Plant Strategy and Implementation	1.4	\$40,000
301333	Community Commercial Solar PV Assessments Program	1.5	\$30,000
301274	Solar PV on Council Buildings	1.5	\$70,000
Environmental Education			\$309,869
301250	Live Well in Willoughby - Sustainability Education Campaign	1.2	\$132,300
301251	Sustainable Transport Education Program	1.2	\$27,000
301223	Castlecrag Reserves Restoration - Interpretive Signage	1.3	\$15,000
301319	Better Business Partnership	1.2	\$115,569
301326	Bye-Bye Plastic Hello BYO	1.2	\$20,000
Environmental Health			\$78,542
301275	Water Quality Monitoring - Environmental Health	3.1	\$50,000
301276	Air Quality Monitoring - Environmental Health	3.1	\$28,542
Lighting			\$567,000
301270	Street Lighting Improvement Program (SLIP) - residential	1.3	\$487,000
301272	Council Owned Lighting LED Upgrade	1.3	\$80,000
New Stormwater Assets			\$700,000
301268	Gross Pollutant Trap (GPT) 4 year Renewal Program - Year 3	1.3	\$700,000
Water Conservation including upgrade/renewal			\$60,000
301331	Water Efficiency Program - maintenance	1.3	\$60,000
ICT PROJECTS			\$2,885,000
Software Implementation and training			\$2,750,000
301323	Review the provision of web services - Complete Council Website Review	5.1	\$150,000
301324	Corporate Systems Implementation	5.1	\$2,600,000
Hardware Implementation and training			\$40,000
300298	Mobile devices for Assessment Staff	5.1	\$40,000
Council Offices			\$65,000
300936	Installation of Smart Projectors in additional meeting rooms	5.1	\$65,000

IT Strategic Plan		\$30,000
301450 Continue Staff training in Office 2016 and Windows 10	5.1	\$30,000
KERB & GUTTER		\$348,830
Renewal of kerb and gutter		\$348,830
300656 K&G* - Francis Rd - North side - Adjacent No.1 to No.19-21	5.3	\$17,600
300657 K&G External Design & Investigation	5.3	\$52,800
300659 K&G - Francis Rd - South side - No. 4 to Hampden Rd	5.3	\$38,720
300662 K&G - Dulwich Rd - East side - Anglo St to Peckham Ave	5.3	\$59,840
300663 K&G - Dulwich Rd - West side - Opp No.15A to Opp No.15B	5.3	\$42,240
300671 K&G - Greenfield Ave - South side - Eastern Valley Way to Glenroy Ave	5.3	\$61,950
300686 K&G - Summerville Cr - West side - Horsley Ave to Cul de sac	5.3	\$75,680
MARKETING & EVENTS		\$1,731,600
Events produced by Council		\$1,279,100
301341 Chatswood Lunar New Year Festival	2.3	\$150,000
301236 Chatswood CBD Special Event	4.4	\$928,800
301238 Carols	4.5	\$30,000
301240 Willoughby Street Fair (Chatswood)	4.5	\$130,000
301242 CBD Christmas Tree	4.5	\$25,000
301243 International Womens Day	4.5	\$5,300
301247 Australia Day	4.5	\$10,000
Events produced, presented or promoted in partnership with Council		\$168,900
301237 Willoughby Heritage Festival	2.3	\$5,000
301239 Emerge Festival	4.5	\$81,200
301241 Chinese New Year	2.3	\$19,000
301244 Family Festival	4.5	\$10,000
301245 CBD Activation Event - Sydney Writers Festival	4.5	\$43,700
301248 National Pet Day	4.5	\$10,000
Strategy Development		\$120,000
301195 Precinct Optimisation and Visitation Strategy - The Concourse	4.2	\$60,000
301349 Visit Chatswood re-launch	4.2	\$30,000
301343 The Concourse Communications & Marketing Campaign	4.2	\$30,000

*K&G: Kerb and Gutter

Major Traffic Control			\$163,600
301219	Traffic & Transport Management Plans - VIVID Special Event	4.2	\$163,600
OPEN SPACE SPORT			\$1,925,000
Open Space			\$10,000
300969	Various sportsgrounds-replace or upgrade Cloudmaster (remote lighting & irrigation)	3.2	\$10,000
Courts			\$175,000
301487	The Willis tennis centre - Court 1 rebuild sports court and renovate the Parapet Room	3.2	\$175,000
Cricket Pitches			\$10,000
301473	Synthetic cricket wickets-renewals of 2 wicket covers on ovals	3.2	\$10,000
Irrigation & Drainage Systems			\$1,310,000
301253	Bicentennial Oval & Beauchamp Oval - Replace Irrigation Tanks & Pumps	3.2	\$15,000
300461	Artarmon Oval - Renew Drainage, Irrigation & Oval Surface	3.2	\$800,000
300463	OH Reid Oval - Renew Drainage, Irrigation & Oval Surface	3.2	\$15,000
300464	Mowbray PS - Renew Drainage, Irrigation, Oval Surface, centre wicket & practice nets	3.2	\$465,000
300696	Willoughby Park Ovals No1 & No 2 (Alan Hyslop Oval) - drainage, irrigation & tank& turfing	3.2	\$15,000
Sports Lighting			\$420,000
301474	Chatswood Rotary Athletic Field- floodlights renewal - design and installation	3.2	\$350,000
300946	Sportsfield floodlights - install at Northbridge Park (Bonds Cnr) sports court	3.2	\$15,000
300947	Sportsground lighting - globe/luminaire renewals	3.2	\$30,000
301262	Bicentennial Baseball Diamond Floodlights	3.2	\$25,000
PUBLIC DOMAIN			\$1,640,000
Footpath Renewal			\$1,640,000
301457	Wilkes Ave Artarmon- Streetscape Stage 1	5.3	\$500,000
301458	Penshurst St/Mowbray Rd/Oakville Rd Willoughby - Construction	5.3	\$600,000
301459	Hampden Rd Artarmon - Streetscape Stage 2- Design	5.3	\$150,000
301460	Woonona Rd/Sailors Bay Rd Northbridge - Design & Construction	5.3	\$230,000
301461	Sailors Bay/Strathallen/Eastern Valley Northbridge - Design	5.3	\$160,000

RECREATION PARKS & PLAYGROUNDS		\$3,125,400	
All Carpark Works		\$120,000	
300959	Beauchamp Park - Masterplan Works - Transform carpark to shared vehicle/pedestrian	3.2	\$120,000
Parks for Passive Recreation		\$3,005,400	
300095	Implement works recommended in playgrounds inspection reports.	3.2	\$30,000
301466	Warners Park - playground renewal - plan & implement	3.2	\$50,000
300399	Denawen Playground - renewal	3.2	\$100
301467	Stoker Playground - renewal planning and implementation	3.2	\$200,000
301468	Willoughby Park Playground - plan & implement renewal	3.2	\$500,000
301469	Muston Park - Masterplan Actions - Peshurst, Douglas, Eden & Warrah St entrances	3.2	\$250,000
301470	Beauchamp Park - Masterplan Actions - Spectator Seating & Pathways	3.2	\$400,000
301471	Day Street & Gorman Street Reserves - Pocket Park Upgrades - Plan & Implement	3.2	\$30,000
300386	Jersey Road Reserve & Kids' Cottage - Planning & Implementation - Playgrounds Renewal	3.2	\$165,000
300645	Cleland Park - LIP & Implement - Courts, carpark & Guide Hall areas	3.2	\$100
300943	Naremburn Park Playground - Renewal & Extension (+ fence & furniture)	3.2	\$100
301047	Chatswood Park-Masterplan-Implement Actions	3.2	\$650,000
300960	Castle Cove Park-Masterplan Actions-Replace fence with bollards, renew carpark & upgrade entrances.	3.2	\$100
301258	Fountain Treatments - Currey Park and Castlecrag	3.2	\$50,000
301259	Renew Park Name & Regulatory Signs - Various Sites	3.2	\$80,000
301260	Willoughby Park - renew garden beds at north west corner of park	3.2	\$30,000
300506	Artarmon Bowling Club - Open Space	3.2	\$500,000
301261	Inclusive parks and playgrounds	2.7	\$40,000
301263	Renew BBQs - "Smart BBQs" - Clive Park & Northbridge Baths	3.2	\$30,000
RETAINING WALLS		\$460,000	
Retaining walls in road reserves only		\$460,000	
301416	Retaining wall designs (multiple locations)	5.3	\$55,000
300859	No. 23 Minimbah Rd Northbridge - Repair collapsed retaining wall	5.3	\$350,000
301417	Retaining Wall Repairs	5.3	\$55,000

ROAD PAVEMENTS		\$2,749,104	
Deep Mill/Resheet >\$15K		\$2,249,104	
300476	PMS* - Artarmon Road (Wyalong St to Cooney Rd)	2.1	\$75,000
301411	PMS - Curry Lane, Artarmon (Reserve Road to Clarendon Street)	2.1	\$38,000
301279	PMS - Artarmon Road (Willoughby Rd to Edward St)	2.1	\$95,000
301280	PMS - Hampden Lane (Broughton Rd to Francis Rd)	2.1	\$36,000
301281	PMS - Heskey Lane (Taylor Lane to Dickson Ave)	2.1	\$40,000
301282	PMS - Reserve Road (Barton Rd to Milner Rd)	2.1	\$59,000
301283	PMS - Taylor Lane (Waltham St to end)	2.1	\$32,000
301377	PMS - Archer St (Albert Ave to Victoria Ave)	2.1	\$47,500
301378	PMS - Beaconsfield Rd (Darylmple Ave to Ferndale St)	2.1	\$63,000
301379	PMS - Lane W149 (Macartney Ave to End)	2.1	\$15,000
301380	PMS - Oliver Road (Pacific Hwy to Whitton Rd)	2.1	\$41,000
301381	PMS - Whitton Rd (Oliver Rd to Centennial Ave)	2.1	\$22,000
301382	PMS - Kendall Rd (Boundary St to Rosebridge Ave)	2.1	\$26,000
301383	PMS - Kendall Rd (Holly St to Headland Rd)	2.1	\$80,500
301384	PMS - Gunyah St (Sailors Bay Rd to Baringa Rd)	2.1	\$24,000
301385	PMS - Ulric Lane (Woonona Rd to End)	2.1	\$25,000
301386	PMS - Francis St (Park Rd to Station St)	2.1	\$65,000
301387	PMS - Rohan St (Willoughby Rd to Glenmore St)	2.1	\$43,000
301388	PMS - Reserve Rd (Pacific Hwy to RNSH)	2.1	\$47,000
301389	PMS - Frenchs Rd (Alpha Rd to Marlborough Rd)	2.1	\$75,500
301390	PMS - High St (Laurel St to Robert St)	2.1	\$76,500
301391	PMS - Summerville Cres (Horsley Ave to End)	2.1	\$30,000
301392	R2R* - Hercules St (Albert Ave to Johnson St)	2.1	\$95,000
301394	R2R - Headland Rd (Kendall Rd to Neerim Rd)	2.1	\$65,000
301396	R2R - Kameruka Rd (Minnamurra Rd to Coorabin Rd)	2.1	\$79,500
301398	R2R - Forsyth St (Penshurst St to High St)	2.1	\$115,900
301400	Regional Block Grant	2.1	\$118,000
301401	Regional Supplementary Grant	2.1	\$41,000

*PMS: Pavement Management Schedule *R2R: Roads to Recovery Program

301402	RMS Bus Grant	2.1	\$32,704
301403	Roads (Kerb & Gutter Repair)	2.1	\$12,000
301404	PMS Project Management	2.1	\$15,000
301405	R2R - Fullers Road (Hawthorne Ave to Culgoa St)	2.1	\$105,000
301440	Repair Program - Mowbray Road (Holland St to Penshurst St) Mill and Resheet	2.1	\$514,000
Deep Mill/Resheet >\$5K			\$500,000
301399	Roads Maintenance (patching under \$15K)	2.1	\$470,000
301453	Road Pavement Investigation & Design	2.1	\$30,000
STORMWATER & DRAINAGE			\$2,114,994
Upgrade Stormwater Assets			\$786,694
301165	SWU: Baroona Road	5.3	\$133,704
301168	SWI&U: Mooney St, Outlet Headwall and Stabilisation	5.3	\$10,000
301169	SWI&U: McMahon St New Stormwater Line	5.3	\$65,340
301170	SWU: Chelmsford Avenue - Pit and Pipe Extension	5.3	\$12,650
301426	SWR: Pipe Patch Program	5.3	\$50,000
301454	SWU: Holly St	5.3	\$60,000
301463	SWU Henry Lane	5.3	\$90,000
300751	SWR&U: Karana Place	5.3	\$35,000
300587	SWU: Dulwich Road Pipe Upsize	5.3	\$200,000
300588	SWU: Pipe Service Removals	5.3	\$25,000
300592	SWU: Eric Road Replacement	5.3	\$35,000
300593	SWU: Marden St Upgrade	5.3	\$30,000
300594	SWU: Mowbray & Stafford Investigation and Reconstruction	5.3	\$10,000
300599	SWU: Narooma Culvert Investigation & Replacement	5.3	\$10,000
300600	SWU: Mowbray Rd West, Hatfield St Replacement	5.3	\$10,000
300601	SWU: Northcote St (Transverse Line) Near Dargan St	5.3	\$10,000
Renewal of Stormwater Assets			\$1,234,400
301167	SW: Cleaning Program	5.3	\$80,000
301444	Frenchs Road	5.3	\$75,000
300611	SWR: Cammeray Rd Corner	5.3	\$46,141
300612	SWR: Park Avenue - Eldora Lane Relining	5.3	\$412,622

*SWI: Stormwater Improvement *SWR: Stormwater renewal *SWU: Stormwater upgrade

300603	SWR: Cameron Ave - Burra Ave Relining	5.3	\$89,131
300610	SWR: Olympia Road System Renewal	5.3	\$31,481
300613	SWR: Barcoo St - Sparkes Lane Relining	5.3	\$162,996
300614	SWR: Barcoo St Local System Renewal	5.3	\$34,592
300615	SWR: Anglo St Relining	5.3	\$69,980
300618	SWR: Malvern Avenue Culvert Renewal/Relining	5.3	\$198,057
300619	SWR: Albert/Betram St Relining	5.3	\$34,400
Outcomes from Flood Studies			\$47,500
301439	Capacity upgrade Stage 1 - CCTV	3.5	\$25,000
301452	Stormwater - Flood Automated Certificate	5.4	\$22,500
Flood Studies			\$46,400
301445	SWR*: Whitton Road	3.5	\$46,400
TRAFFIC MANAGEMENT			\$270,000
Major Traffic Control			\$70,000
301329	Chatswood CBD (Congestion Mitigation - Street parking management study)	2.1	\$50,000
301478	Transport Demand and Information Framework and Plan	2.1	\$20,000
Minor Traffic Control			\$200,000
301216	Victoria Ave and Anderson St (Traffic efficiency and pedestrian safety - Detailed design of modification to existing traffic control signals)	2.1	\$40,000
301217	Willoughby LGA (Road Safety Audit - Archer St)	2.1	\$10,000
301220	Willoughby LGA (Street Parking Strategy & Ward Action Plans - Implementation of works)	2.1	\$130,000
301278	Wombat Crossing at High Street and Bedford Street, North Willoughby	2.1	\$20,000
TRANSPORT ACTIVE FOOTPATHS			\$953,825
Bike Paths			\$288,150
301365	Pacific Highway Shared Path - Chatswood to Roseville	2.1	\$40,000
301137	Artarmon Industrial Area Bike Links	2.1	\$60,000
301479	Castle Cove Peninsula to High Street, Chatswood - Detailed Design of bicycle facility	2.1	\$50,000
301484	A bicycle facility in the Rail Corridor between Chatswood CBD and Boundary Street	2.1	\$40,000
301369	Bicycle Logos and Wayfinding Program	2.1	\$26,750
301370	Bicycle Network Audit and Assessment	2.1	\$21,400

*SWR: Stormwater renewal

301348	Pacific Highway Shared Path - Chatswood to St Leonards	2.1	\$50,000
Data Collection Research			\$21,400
301371	Pedestrian Network Audit and PAMPs (Asset condition, missing links, priorities and survey)	2.1	\$21,400
Footpath Upgrade			\$137,675
301486	Bus Stop DDA Compliance Audit - Stage 1	2.7	\$50,000
301213	Victoria Ave and Bertram St (Pedestrian safety treatment - Detailed design and construction of kerb extension in Victoria Ave)	2.1	\$87,675
General			\$300,000
301254	Artarmon Loop and Extended Loop Bus Services	2.1	\$300,000
Hardware Implementation and Training			\$15,000
301441	Upgrade of Asset Inspection Devices	5.3	\$15,000
Minor Traffic Control			\$97,800
301215	Herbert St and Ella St (Pedestrian safety treatment - Detailed design and construction of widened pedestrian refuge)	2.1	\$55,000
301352	Pacific Highway, Albert Avenue and Oliver Road, Chatswood - Design and installation - bicycle lanterns	2.1	\$42,800
New Footpaths			\$93,800
301042	FPN* - Punch Street - South side - Corner Punch St and Lambs Rd	2.1	\$20,000
301361	FPN - Tyneside Avenue - West side - Victoria Ave to Chaley St	2.1	\$22,000
301462	FPN - Mooney Street(west side) - Mowbray Road to Hart Street	2.1	\$34,500
301362	FPN - Rosebridge Ave - South side - Between Kendall and BDY 22/20	2.1	\$17,300
URBAN PLANNING			\$50,000
Data Policy Analysis Direction			\$50,000
301435	Review of Local Environmental Plan (LEP) and Development Control Plan (DCP)	5.4	\$50,000

*FPN: New Footpath

Corporate Performance Indicators

In addition to projects and capital works, a range of corporate performance indicators are identified for 2019/20 to ensure service delivery against the community needs.

The progress of these indicators is tracked throughout the year, and reported to Council and the community on a six monthly cycle.

CPI Name	Target	CSP Link
Operational budgets Actual vs revised budget	≤ ± 5%	5.1
Projects and capital works Variance YTD expenditure vs YTD budget	≤ ± 5%	5.1
Projects and capital works Percentage of project and capital works milestones delivered on time	≥ 85%	5.1
Community perception Overall community perception about Council services	≥ 70%	5.1
Customer experience Customer experience with Council contact centre	≥ 70%	5.1
Customer satisfaction Customer satisfaction with Council services	≥ 70%	5.1
WHS WHS matters addressed with a People and Culture approved action plan within 30 days	≥ 90%	5.1
WHS Lost Time Injury Incident Rate (LTIIR)	≤ 4.10%	5.1
Enterprise risk management Percentage of open actions not overdue	≥ 85%	5.1



Business Improvement Initiatives

Council continues improving value for its customers through a Business Improvement Program focused on improving overall customer experience. These initiatives have been developed based on

feedback from the local community as part of Community Perception Surveys and identified service reviews.

Initiative	Business Unit	Directorate	Lead	Strategic Alignment
Strategic review of community events	Community Life, Media, Marketing & Events	Community, Culture & Leisure	Community Life Manager, MME Manager	Outcome 2
Review of The Concourse services	Media, Marketing & Events	Community, Culture & Leisure	MME Manager	Outcome 3
Community Grants review	Community Life	Community, Culture & Leisure	Community Life Manager	Outcome 3
Review of library service delivery model	Culture & Leisure	Community, Culture & Leisure	Library Team Leader	Outcome 3
Improvements to course enrolment process for MOSAIC courses	Culture & Leisure	Community, Culture & Leisure	Multicultural Services Team Leader	Outcome 5
End to end review of development application fee processes	Strategic Finance	Customer & Corporate	Revenue Officer	Outcome 5
Review of rules and communication around pensioner and self-funded retirees	Strategic Finance	Customer & Corporate	Revenue Accountant	Outcome 5
Readiness for new Finance System and related stakeholder education	Strategic Finance	Customer & Corporate	Chief Financial Officer	Outcome 5
Enhancement to employment brand and associated recruitment processes	People & Culture	Customer & Corporate	HR Advisor	Outcome 5
Development of Training & Development Program	People & Culture	Customer & Corporate	Training & Development Specialist	Outcome 5
Payroll Process Review	People & Culture	Customer & Corporate	Payroll Supervisor	Outcome 5
Enhancements to online Councillor hub	Governance	Customer & Corporate	Policy & Submissions Specialist	Outcome 5
Development of an updated Council Report template for tenders	Governance	Customer & Corporate	Governance Manager	Outcome 5
Review of Council and Committee agenda processes	Governance	Customer & Corporate	Minute Secretary	Outcome 5

Initiative	Business Unit	Directorate	Lead	Strategic Alignment
Enhancing continuous improvement through system consolidation	Information Services	Customer & Corporate	Chief Information Officer	Outcome 5
Improvements to Council's records management	Information Services	Customer & Corporate	Information Management Team Leader	Outcome 5
Review of IT service desk provision	Information Services	Customer & Corporate	Information Technology Team Leader	Outcome 5
Review of customer feedback processes for services	Business Improvement & Customer Experience	Customer & Corporate	Business Improvement and CX Manager	Outcome 5
Customer Services request process improvements	Business Improvement & Customer Experience	Customer & Corporate	Business Improvement Specialist	Outcome 5
Review existing service delivery model for customer service team	Business Improvement & Customer Experience	Customer & Corporate	Customer Experience Lead	Outcome 5
Online customer services including emerging 'Smart City' technologies such as Robotics and Machine Learning	Business Improvement & Customer Experience	Customer & Corporate	Customer Experience Lead	Outcome 5
Contaminated land policy development	Compliance	Planning & Infrastructure	Compliance Manager	Outcome 5
Initiate better planning for the longer term maintenance, upgrade & replacement of Council's building asset	Property & Constructions	Planning & Infrastructure	Building Assets Officer	Outcome 3
Increased electronic reporting in field	Environment	Planning & Infrastructure	Bushland Supervisor	Outcome 1
Waste contract review for an improved customer experience	Environment	Planning & Infrastructure	Waste Team Leader	Outcome 1
Review and improvements for quality of DA Lodgements	Planning	Planning & Infrastructure	Planning and Business Improvement & CX Manager	Outcome 3
Improvements for DA referrals	Planning	Planning & Infrastructure	Development Control Team Leader	Outcome 3
Review online FAQ and functionality	Planning	Planning & Infrastructure	Planning Process Specialist	Outcome 3
Improve weed / vegetation management throughout the City	Works	Planning & Infrastructure	Tree team leader	Outcome 3
Create a full inventory of Council's street trees	Works	Planning & Infrastructure	Recreation Assets Officer	Outcome 2
Development of an improved system to undertake design projects using external consultant	Design Services	Planning & Infrastructure	Design Services Manager	Outcome 3
Key five permit type processes automated for an improved customer experience	Design Services	Planning & Infrastructure	Traffic and Transport Team Leader	Outcome 3

Budget Summary and Revenue Policy

Key Financial Information	2018/19 Budget \$M	2019/20 Draft Budget \$M
Operating Income	\$112.7	\$115.5
Operating Expenditure	\$106.8	\$109.5
Net Operating Result (before Capital Grants and Contributions)	\$5.9	\$6.0
Capital Grants and Contributions	\$9.7	\$3.5
Operating Result	\$15.6	\$9.5

The 2019/20 Operating Budget finds Council in a strong financial position.

The budget provides for a surplus of \$6.0M before capital revenue and \$9.5M when capital revenue is accounted for.

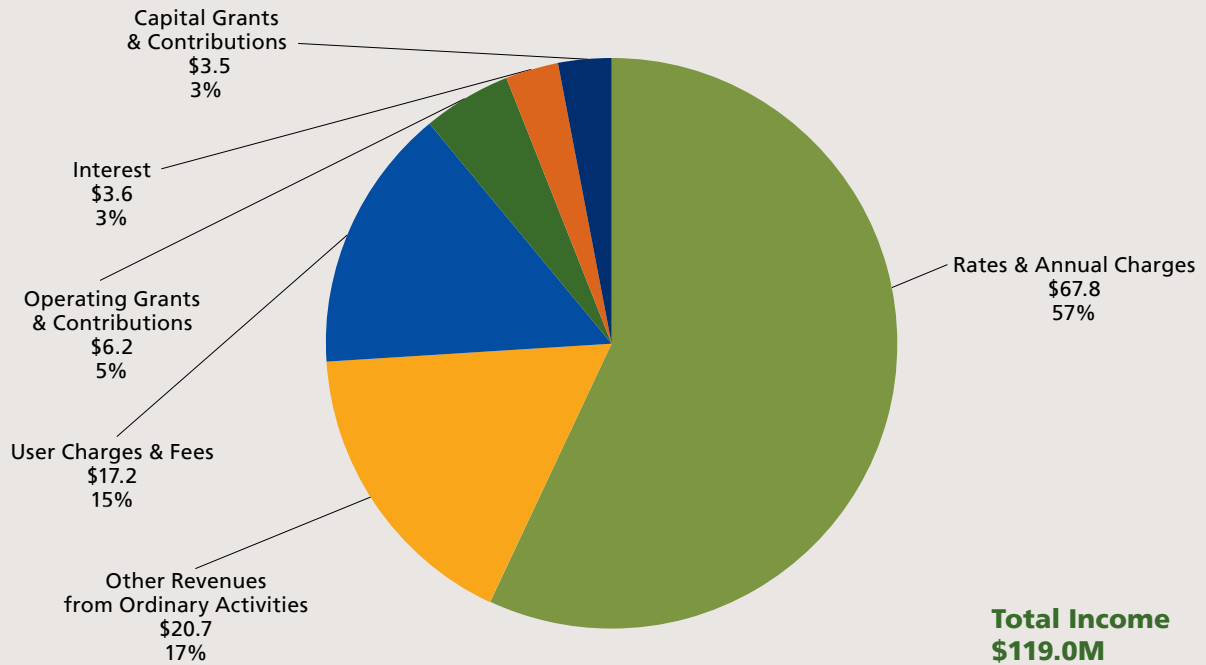
This positive result is based on \$119.0M of Revenue and \$109.5M of operational expenses.

Review of the detailed budget Operating Statement indicates that revenue is derived from a number of sources and that Council is self-sufficient with a high level of own source operating revenue (rates and charges, fees, interest and other revenue).

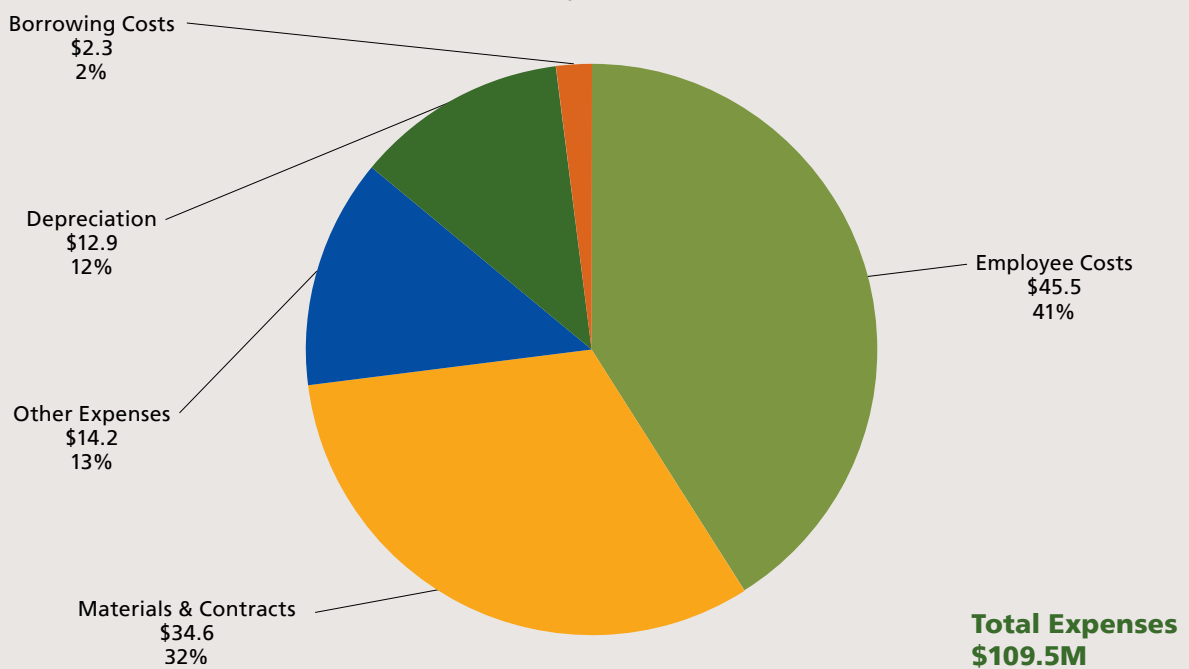
WILLOUGHBY CITY COUNCIL PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30TH JUNE 2020

REVENUE FROM ORDINARY ACTIVITIES	Budget 2019/20 \$M
Rates & Annual Charges	\$67.8
User Charges & Fees	\$17.2
Interest	\$3.6
Other Revenues from Ordinary Activities	\$20.7
Operating Grants & Contributions	\$6.2
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	\$115.5
EXPENSES FROM ORDINARY ACTIVITIES	
Employee Costs	\$45.5
Borrowing Costs	\$2.3
Materials & Contracts	\$34.6
Depreciation	\$12.9
Other Expenses	\$14.2
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	\$109.5
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	\$6.0
Capital Grants & Contributions	\$3.5
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	\$9.5

BUDGET INCOME 2019/20 \$M



BUDGET OPERATING EXPENSES 2019/20 \$M



Breakdown of 2019/20 Budget Expenditure	Projects and Capital Works	Recurrent Spend on Service Delivery	2019/20 Draft Budget TOTAL \$M
Operational Expenditure	\$5.5	\$104.0	\$109.5
Capital Expenditure	\$28.3	\$2.6	\$30.9
Total Expenditure	\$33.8	\$106.6	140.4

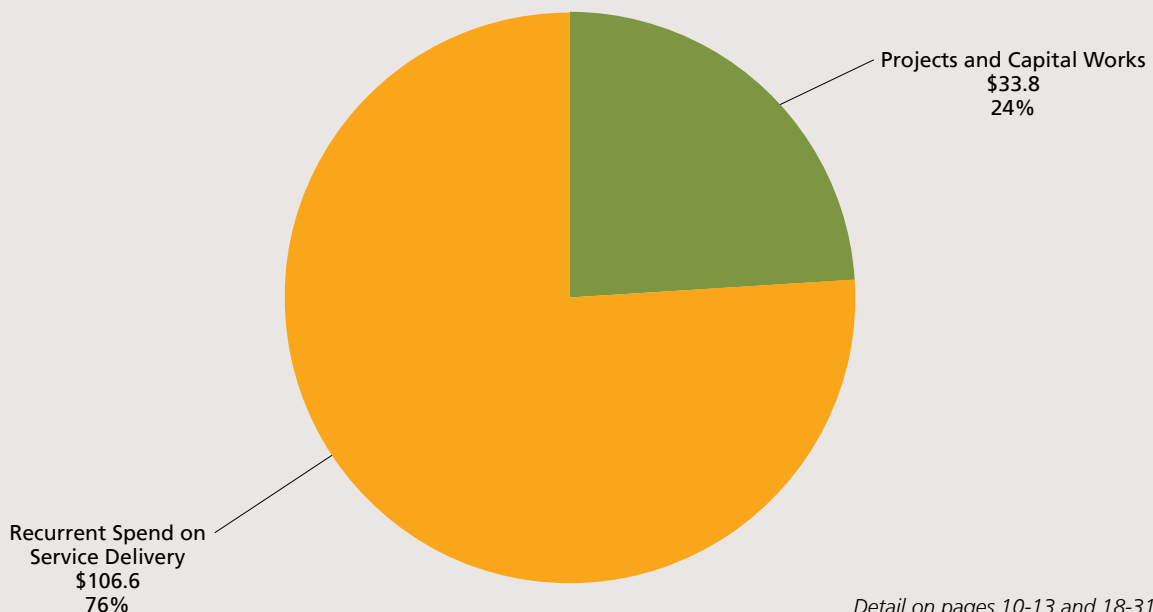
In addition to the \$109.5M of operational expenses, Council will spend \$30.9M on Capital (asset) spend. This will renew and upgrade existing assets, as well as deliver new assets for the community.

Of the combined total spend of \$140.4M, \$33.8M will be spent on projects and capital works.

The above includes \$6.6M expenditure to fund the infrastructure levy program. \$3.1M of this will be funded by additional rate income with the remaining \$3.5M being funded from the general fund.

The budget is a fully funded and balanced plan with a small general fund funding surplus of \$307,800.

BREAKDOWN OF 2019/20 BUDGET EXPENDITURE \$M



Detail on pages 10-13 and 18-31

BUDGET SUMMARY BY FUNDING AND EXPENDITURE

SUMMARY OF FUNDING	2018/19 \$M	2019/20 \$M
Rates	\$41.2	\$42.5
Transfer from Reserves	\$22.2	\$23.7
Other	\$19.3	\$20.6
User Charges & Fees	\$18.3	\$17.2
Domestic Waste Management	\$16.0	\$16.0
Internal Recharge Income	\$8.3	\$8.3
Grants & Contributions	\$12.9	\$6.4
Environmental Levy & Stormwater Charge	\$6.2	\$6.3
Interest	\$3.0	\$3.6
Developer Contributions	\$3.1	\$3.1
Infrastructure Levy	\$3.0	\$3.1
Non Cash Items (Internal)	\$1.2	\$1.4
Disposal of Assets	\$0.4	\$0.4
TOTAL	\$155.1	\$152.6
SUMMARY OF EXPENDITURE		
Employee Costs	\$41.7	\$43.2
Capital Assets	\$33.5	\$28.5
Materials & Contracts	\$20.2	\$19.4
Domestic Waste Management	\$14.8	\$14.8
Others	\$14.3	\$14.4
Transfer to Reserves	\$12.6	\$12.7
Internal Recharges	\$7.9	\$7.8
Environmental Levy	\$5.9	\$6.6
Borrowing Costs	\$1.6	\$2.3
Loan Redemption	\$1.7	\$1.8
Employee Costs - Capital	\$0.5	\$0.5
Contributions & Donations	\$0.3	\$0.3
TOTAL	\$155.0	\$152.3
SURPLUS (DEFICIT)	\$0.1	\$0.3

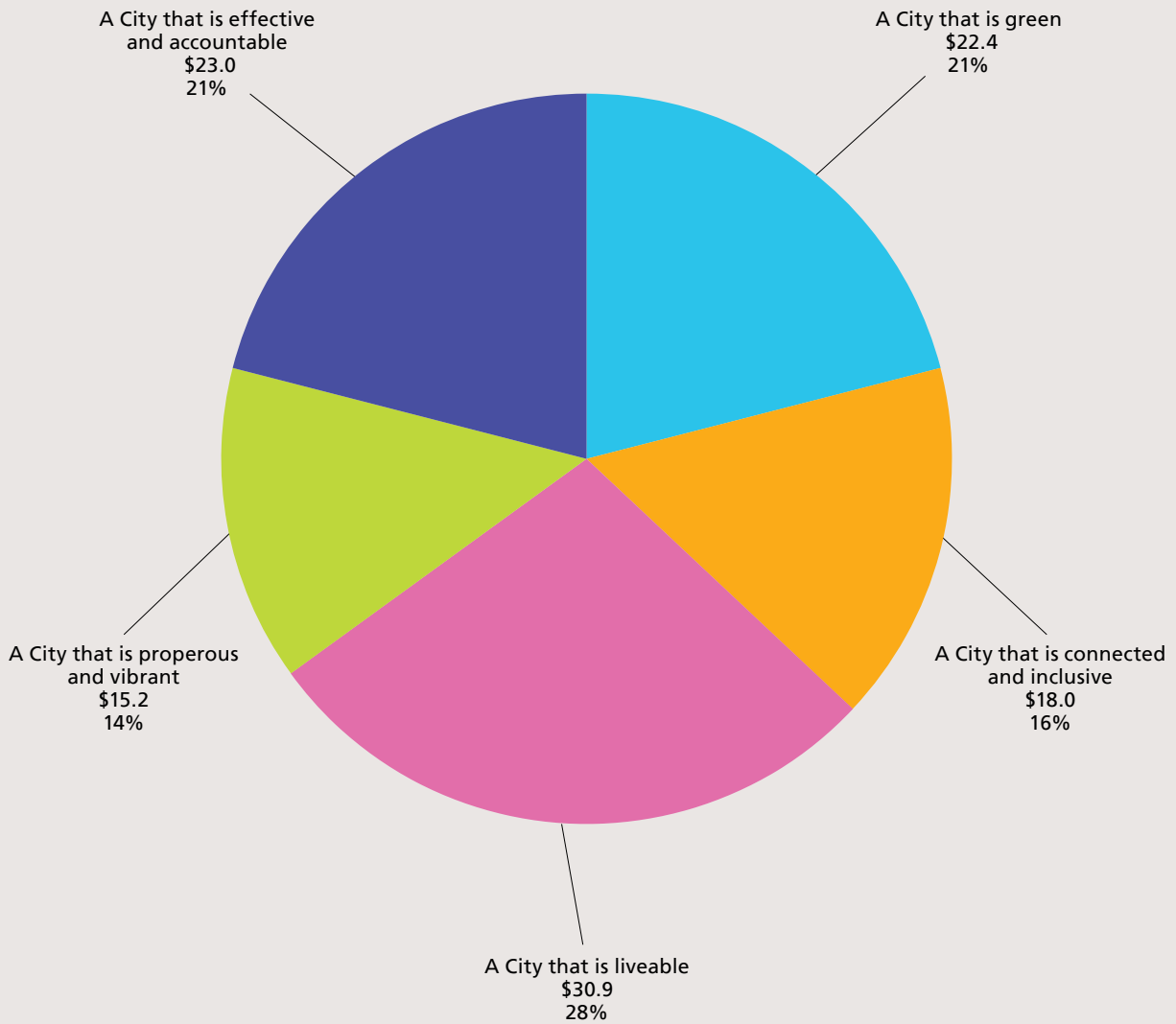
EXPENDITURE ON SERVICES

Council provides a wide range of services and infrastructure which reflect community needs. Decisions on where Council spends its budget are guided by community feedback which is used to develop Council's strategic plans. The projected 2019/20 spend of \$109.5M covers expenditure on

the five outcomes identified in Council's Community Strategic Plan. These outcomes are:

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

**2019/20 OPERATING EXPENDITURE BY OUTCOME
\$M**



Revenue Policy 2019/20

1. Rating Structure

Total revenue raised from the levying of land rates continues to be capped by the State Government with the Independent Pricing & Regulatory Tribunal (IPART).

The following rating information is based on IPART'S rate peg limit of 2.7% with Council's Budget based on the take up of the full increase.

It has been recommended to Council that the following Rating Categories (including the following rates in the dollar, minimum rates & their associated yields) be adopted in 2019/20:

ORDINARY RATES

Residential

Ad Valorem*	.00081115
Minimum	\$856.50
Yield	\$30.29M

Business

Ad Valorem*	.00595060
Minimum	\$1,223.25
Yield	\$12.22M

CTC (Chatswood Town Centre)

Ad Valorem*	.00743860
Minimum	\$1,301.00
Yield	\$7.01M

CTC (Chatswood Major

Retail Centre – Chatswood Chase)

Ad Valorem*	.0156752
Minimum	\$1,090.35
Yield	\$0.90M

CTC (Chatswood Major

Retail Centre – Westfield)

Ad Valorem*	.01530455
Minimum	\$1,090.35
Yield	\$1.14M

Strata Storage Facility

Ad Valorem*	.00628106
Minimum	\$827.00
Yield	\$0.09M

Total Yield Rates	\$51.65M
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The levy for CTC (Chatswood Major Retail – Chatswood Chase) and CTC (Chatswood Major Retail – Westfield) remains at the same percentage of the rate levy compared to other categories as in previous years. The percentage of the levy will change with the addition or cancellation of properties from the category but will not be affected by valuation changes.

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

Rates are calculated on the base date 1 July 2016 valuation.

HARDSHIP POLICY

Willoughby City Council adopted an updated Hardship Policy in November 2013. Full details of the Hardship Policy are available from Council's website www.willoughby.nsw.gov.au

The purpose of the policy is for Willoughby City Council to provide a statement on its commitment in preventing financial hardship to ratepayers in the payment of annual rates and charges.

Council also has the ability to extend a pension concession to an individual eligible pensioner, in order to avoid hardship, where it is satisfied that the person has paid or is likely to pay the whole of a rate or charge. Applications for hardship under this section must be made on the form available from Council's website www.willoughby.nsw.gov.au

2. e.restore Environmental Restoration Program

In July 2008, a Sustainability Levy replaced the existing Environmental Levy to fund a third round of the e.restore program known as "e.restore 3". The Sustainability Levy is subject to open reporting to ensure accountability to the community. The Sustainability Levy can only be spent on sustainability projects. In line with the rate peg increase of 2.7%, an amount of \$5.65M will be raised from the rate levy in 2019/20.

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

^Refer to point 6 on page 44.

In 2014, Council adopted an updated Sustainability Action Plan (SAP) which outlines programs funded by e.restore 3. The SAP builds on previous rounds of environmental levy programs by ensuring the continuation of the vital bushland and catchment management initiatives that protect and restore our local environment, whilst introducing a new focus on mitigating and adapting to climate change. The SAP also sets key performance indicators so that we can measure our performance and report annually to stakeholders.

The purpose and value of the SAP is to detail the specific actions that Council plans to undertake that support the outcomes identified within the Willoughby City Strategy with a focus on ecological sustainability. The SAP complements Council's Sustainability Charter and further demonstrates Council's commitment to ecological sustainability.

3. Stormwater Management Service Charge

Council is continuing detailed investigation and assessment programs of its drainage assets, including pipelines, channels and culvert structures.

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

The program in 2019/20, based on a 20 year plan, incorporates further investigation of pipeline condition, cleaning and blockage removal and specification and design of repair and upgrade works.

Stormwater Management Service Charge:
\$25.00 per rateable residential property
\$12.50 per rateable strata titled property
\$25.00 per 350 sq. m for business related properties
Total Yield: \$695,000

Council will charge fees for services in accordance with the attached *Schedule of Fees and Charges* for 2019/20.

4. Domestic Waste Management Charge

Council will make an annual charge on all rateable land in the City of Willoughby categorised as residential for domestic waste management to recover the cost of providing domestic waste management services for the 2019/20 rating year as outlined below. The Domestic Waste Management Charge remains at the same level as 2018/19.

Charge Type	Amount
Domestic Waste Management Charge	\$530
Domestic Waste Management SFR & Pensioner Charge	\$400
Total Yield	\$16.07M

Council is committed to the reduction of waste going to landfill through promotion of the Waste Hierarchy (avoid, reduce, reuse, recycle) and by ensuring that disposal of waste occurs in a sustainable manner.

The Domestic Waste Management Charge provides for the following services for residential dwellings:

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

Council also provides an on call clean up service for an additional fee of \$98.00 per service.

Council will charge a commercial trade waste collection service as outlined below:

Charge Type	Amount
Commercial Trade Waste Charge	\$792.00
Total Yield	\$270,000



5. State Government Determinations

Eligible pensioners receive a statutory reduction of 50% of the combined rates and domestic waste management charge to a maximum of \$250 in accordance with State Government legislation and as adopted by Council an additional \$130 reduction in the Domestic Waste Service Charge for pensioners and qualifying self - funded retirees. In accordance with Section 566(3) of the Act, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and annual charges in a given year. The interest rate for 2019/20 is 7.5%. It is recommended that Council take up the maximum rate.

6. Pricing Policy/Fees & Charges

All fees and charges quoted are GST inclusive. Council applies GST to its fees and charges in accordance with the relevant legislative requirements. The Schedule of Fees and Charges in this document has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. The fees and charges have as a minimum been increased by 2.25% where appropriate.

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

The Council's fee structure incorporates the following pricing principles having regard to the nature of the goods and services provided:

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

Council's fee structure also recognises that Council has certain community service obligations for the provision of particular goods and services and these are reflected in fees charged for those particular goods and services.

7. Work on Private Lands

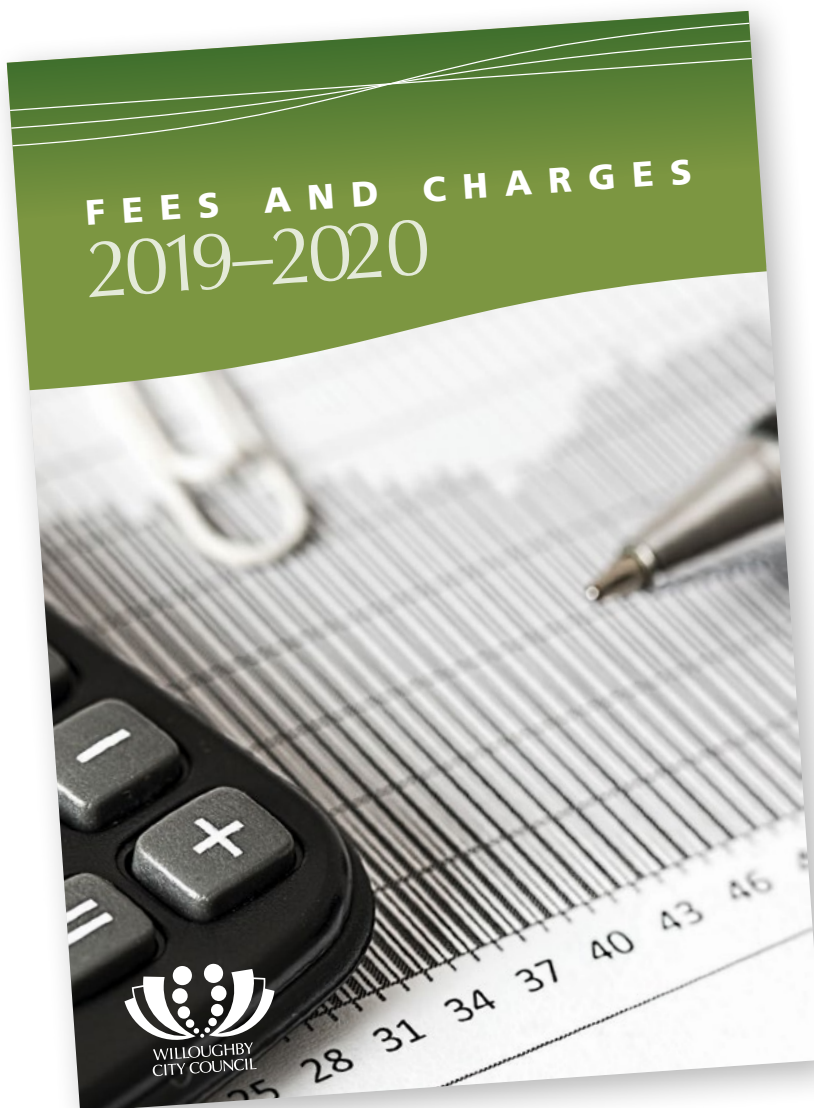
Where Council undertakes work on private land, the amounts or rates to be charged shall be the actual prime costs plus standard on costs to provide full cost recovery plus a return to Council.

8. Loan Borrowing 2019/20

Council is not proposing any new borrowing in 2019/20.

Annual Fees and Charges

Refer to attachment.







WILLOUGHBY
CITY COUNCIL

Published June 2019

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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

