

# OPERATIONAL PLAN 2021/2022



# Acknowledgement of Country

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

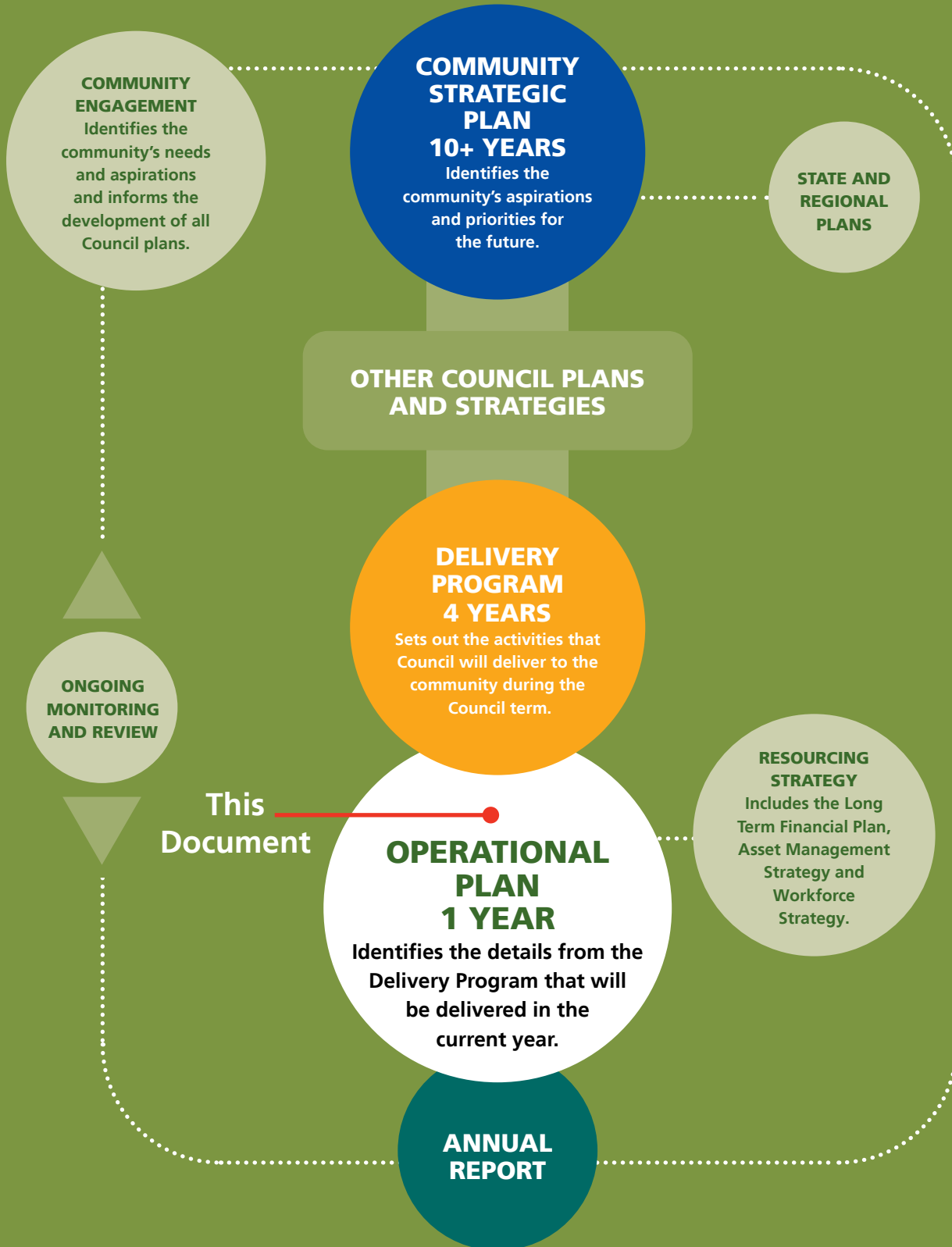
We acknowledge the vital contribution that Indigenous people and cultures have made and still make to the nation that we share, Australia.

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# INTEGRATED PLANNING AND REPORTING FRAMEWORK



# Introduction

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

This operational plan and budget details the services and projects we will provide – and how we will fund these – for 2021–22. Included in this plan are the annual budget and annual rates, fees and charges. The plan and budget also show how we measure progress and work to make our organisation and our services more efficient. This work links directly to our five-year delivery program for 2017–2022, which was extended to accommodate the extension of the Council’s term due to the deferred local government election in response to COVID-19. It is guided by the outcomes in our community strategic plan, *Our Future Willoughby 2028*.

These outcomes are:

A City that is green

A City that is connected and inclusive

A City that is liveable

A City that is prosperous and vibrant

A City that is effective and accountable



**Projects and capital works** – We prioritise all proposed projects for the financial year according to community needs and time them so the funding reflects the staging of projects and available grants.



**Business improvements** – There are areas where we can be more efficient or improve customer services. This program sets out the target areas for the year.



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



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



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



# Mayor's Message



Many would say local councils are the closest level of government to grass roots community and in many ways I believe that is true. We walk on council footpaths and travel on council roads every day. We have our waste and recycling collected

each week and enjoy the parks, libraries, community centres and events hosted by council. While the past year has presented challenges many of us could not have imagined, Willoughby City Council, and all councils across Australia, have continued to be a pillar of strength and deliver essential services and support vulnerable people. It's been a challenging time for many in our community and I have been deeply touched by the way our community has pulled together during these difficult times.

In this annual Operational Plan, we've carefully considered the impact of COVID-19 and how best we can support our community over the next 12 months. I'm pleased to write that while our budget has been hampered by the pandemic, we still have a healthy cash flow and budget to continue with key services and major projects.

The highlights of the upcoming year include beginning construction on the new Artarmon Pavilion and new drainage and turf at Castle Cove Oval. These are in addition to our regular services including youth services, aged care services, waste and recycling collection, library and multi-cultural services.

In an exciting move, we're starting design and construction of new affordable housing units at Artarmon and Northbridge, which will add to the existing 37 affordable homes already owned by council.

As part of our Community Recovery Plan and Economic Recovery Plan, we've started an employment working group to improve access to employment opportunities for young people. I hosted the first Mayor's Business Forum and we're launching the new Economic Data Dashboard to produce an annual business activity report.

In November 2020 we surveyed 604 residents in our community perception survey. This enabled us to 'take the pulse' of our community. Most residents (96%) said they were 'very satisfied', 'satisfied' or 'somewhat satisfied' with council's performance and rated their quality of life as 'good' or 'excellent'. Overall, the results were good, but we can always do more, particularly in communication and community engagement. We are always looking for new and innovative ways to increase participation and to get more people in our community involved in Council decision making.

I hope that you will read this plan and get in touch if you have any questions.

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



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



# CEO's Message



COVID-19 has been a major part of our lives since early 2020 and continues to have long term effects, resulting in revenue losses to Council. To recover financial sustainability, Councillors and staff have worked together to find a

balance between costs, income and delivering for the community. This operational plan and budget is the result of these efforts and seeks to deliver a modest operating surplus of \$0.5m. Our cash flow will remain healthy and we will advance new projects and continue maintenance, cleansing and other normal activities.

The operating times of some of our facilities and services were altered through the need to adhere to public health orders and to balance the financial impacts of reduced patronage. Most have now returned to more regular hours. We will also continue to be a good steward for the environment.

The results from our Community Perception Survey conducted in November 2020, affirms the community's appreciation of Council's efforts with 96% satisfaction rating of Council's overall performance. All 38 services surveyed were rated by residents at, and mostly above, the average level of satisfaction for other councils.

In the upcoming year we will remove and replace the cladding on The Concourse and enhance streetscapes thereby supporting local businesses and community life. The streetscapes include new upgrades at Hampden Road Artarmon and the Sailors Bay/Strathallen/Eastern Valley Northbridge.

After a number of years of consultation and research, we will finalise a new Local Environment Plan to guide planning and development within the City of Willoughby.

We'll deliver better customer and staff experiences, as well as increase efficiencies, through the roll out new software systems and the design of a new customer service centre on the ground floor, Victor Street.

Support will be provided to run the election process in September 2021 together with the post-election induction of the new Council.

Other highlights of this plan include:

- developing more vibrant and usable laneways in Chatswood
- upgrades at the Dougherty Community Centre, Chatswood
- delivering the Artarmon Parklands Pavilion project
- upgrade of drainage, irrigation and oval surface at OH Reid and Castle Cove Ovals
- developing the concept design and achieving DA approval for the Gore Hill Indoor Recreation facility
- Northbridge Baths pontoon maintenance

Staff and the Executive Leadership Team look forward to supporting the community and Council through recovery and transformation post COVID-19 with the continued delivery of high quality facilities and services.

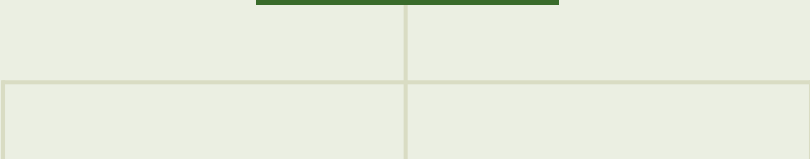
**Debra Just**  
**Chief Executive Officer**  
**Willoughby City Council**



# ORGANISATION STRUCTURE



**Office of Chief Executive**  
Debra Just



**Community Culture and Leisure**  
Melanie Smith



**Customer and Corporate**  
Laura Kendall



**Planning and Infrastructure**  
Hugh Phemister

# Highlights

## PROJECTS FOR 2021-22



### Upgrading The Concourse cladding – \$4.15m

**About this project:** We will replace the existing composite cladding with solid aluminium cladding to retain the same finish and appearance. This important work will ensure the cladding meets the latest fire safety regulations.

**Work for 2021-22:** We will start work in March 2021 and complete the project in early 2022.



### Implementation of a public domain masterplan for Artarmon local centre – \$1m

**About this project:** The Artarmon local centre public domain masterplan is a long-term vision for the area west of the railway line in Artarmon local centre. This masterplan will guide future projects. These include traffic calming measures around the centre and a greener and more people-friendly streetscape along Hampden Road.

**Work for 2021-22:** Following adoption of the masterplan, we expect to complete detailed documentation and the tender for the traffic calming works and by mid-2021. Detailed documentation and the tender for the Hampden Road streetscape will be completed by late 2021. Construction will start in early 2022.





### An updated Artarmon Pavilion for our communities – \$1.5m

**About this project:** We will repurpose the original bowling club into a new community facility and pavilion to support activities including community gardening and the nearby playground.

The new design will include an undercover open area for yoga and other activities, a bookable room for community use and public amenities.

**Work for 2021-22:** A development application was lodged in December 2020 and we expect a decision in mid-2021. If approved, construction work will start in mid-2021 and be complete by early 2022.



### New drainage and turf at Castle Cove Oval – \$650,000

**About this project:** A new drainage system and new turf will help Castle Cove Oval withstand high demand usage, especially in winter.

**Work for 2021-22:** We will install a new drainage system including turf, with the cricket wicket remaining in place. Works will be done out of season.

# Highlights (continued)

## PROJECTS FOR 2021-22



### The Chatswood CBD Changing Lanes program – \$1.6m

This program will transform the former service lanes of Spring Place, Post Office Lane, Mills Lane, and Charlotte Lane into shared zones that are more flexible urban spaces. It 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.



### Improving Thomson Park picnic area – \$150,000

**About this project:** A new picnic area and seating will help create a pleasant outdoor space for people to gather and socialise.

**Work for 2021-22:** We will install a picnic area shelter with a barbecue, an accessible drinking fountain, and tiered seating next to the sportsground.

## Projects to shape the future of Willoughby

This year, Council will undertake a number major projects to shape the future of our city – defining our community’s vision and priorities, the way we plan our built environment and how we look after our assets. Involving our community in decisions that affect them is vital to include their range of experiences, interests and need. Major projects that you can get involved in over the next twelve months include:



### Local Environment Plan and Development Control Plan

The Local Environment Plan tells us what we can build and where in our local government area. The Development Control Plan aims to provide controls to ensure a high standard of development in Willoughby City.

Council has been talking with our community about a range of strategic planning directions over the past four years which has informed these draft plans.



### Community Strategic Plan Review

The Community Strategic Plan, *Our Future Willoughby 2028*, outlines the community’s long term vision and outcomes for the future of our city. It informs the direction we take by setting strategic priority goals for the next ten years.



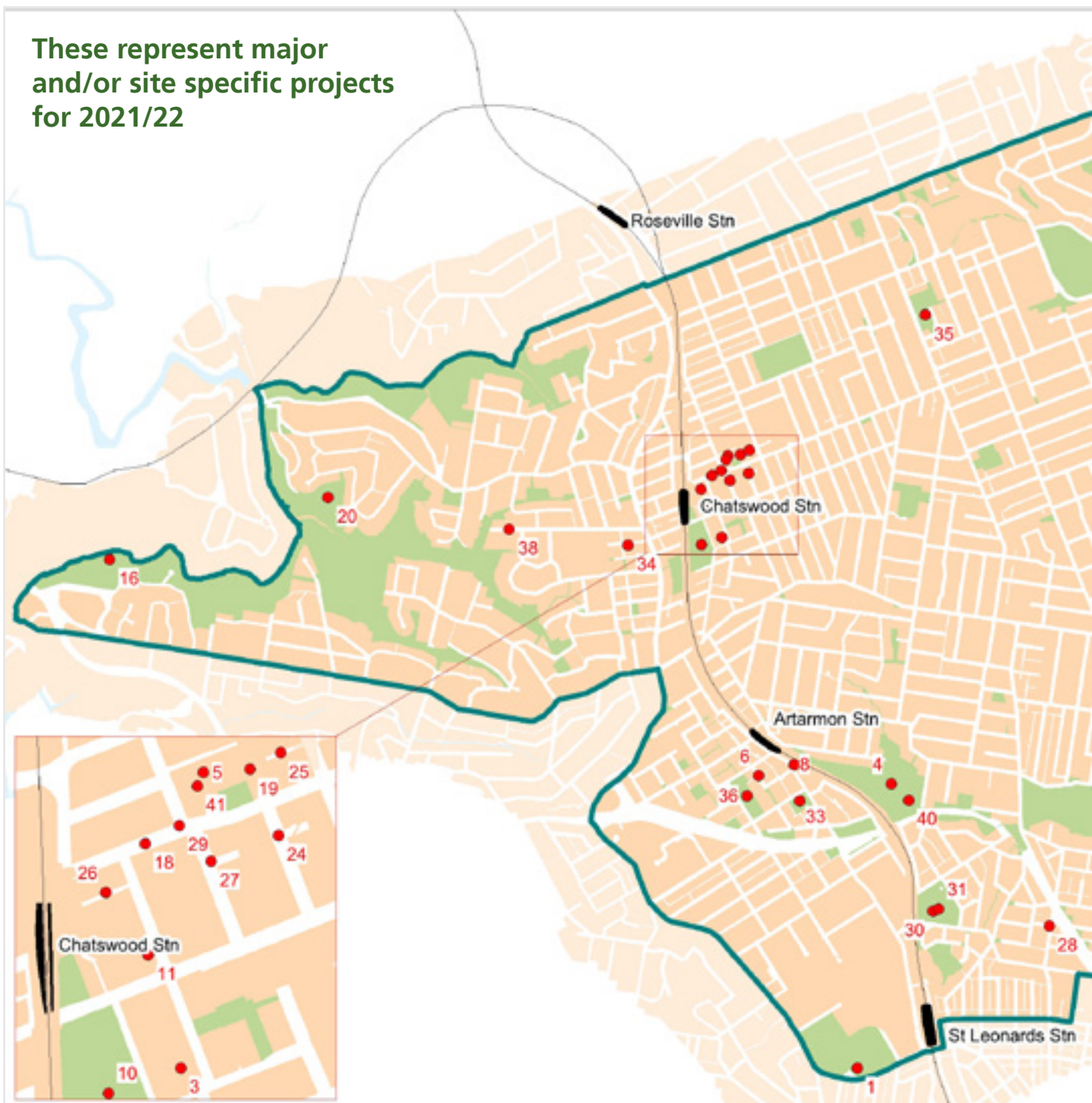
### Asset Management Strategy and Plans

The engagement empowers residents to decide on the desired ‘level of service’ for infrastructure assets under our control (including roads, bridges, footpaths, kerb and gutter, buildings, stormwater and drainage, playgrounds, parks, and sports facilities).

# Highlights (continued)

## PROJECTS FOR 2021-22

These represent major and/or site specific projects for 2021/22





- 1 Gore Hill Oval – design – stage 2 works
- 2 Willoughby Leisure Centre – design for major upgrade of pool hall
- 3 Dougherty Centre – furniture and fittings
- 4 Artarmon Parklands Pavilion – construction
- 5 The Concourse cladding upgrade
- 6 Affordable housing – Abbott Road, Artarmon – design
- 7 Natural area management for Middle Harbour
- 8 Hampden Road Artarmon, streetscape stage 2 – construction
- 9 Sailors Bay/Strathallen/Eastern Valley Northbridge streetscape – construction
- 10 Chatswood Park – Masterplan – Stage 4
- 11 Council Customer Centre upgrade
- 12 Northbridge RSL Memorial Hall renewal
- 13 Northbridge Plaza Car Park (capital repairs)
- 14 Affordable housing development – 258 Sailors Bay Road Northbridge – design
- 15 Maintenance for Middle Harbour
- 16 Maintenance for Lane Cove River catchment
- 17 Middle Harbour walking track network upgrade
- 18 Chatswood CBD Special Event
- 19 Resource collections – central library
- 20 Upgrade of drainage, irrigation and oval surface at OH Reid Oval
- 21 Renew turf at Castle Cove Oval
- 22 New floodlights for courts at Northbridge Park
- 23 Renew drainage at Castle Cove Oval
- 24 CBD laneways activation Spring Place Chatswood – construction
- 25 CBD laneways activation Mills Lane Chatswood – construction
- 26 CBD laneways activation Post Office Lane Chatswood – construction
- 27 CBD laneways activation Charlotte/Anderson Chatswood – construction
- 28 Naremburn Local Centres streetscape – construction
- 29 Anderson to Victoria, Chatswood – pedestrian safety
- 30 Naremburn Park new lighting
- 31 Naremburn Park new planting and seating
- 32 Edinburgh Rd, Castlecrag shops – new park – construction
- 33 Renew landscape features at Cleland Park Stage 2 – construction
- 34 Whitton Park brick wall – construction
- 35 Muston Park new picnic area north side
- 36 Thomson Park new picnic area – design & construction
- 37 Renew road pavement, Lower Cliff Avenue, Northbridge (Cliff Avenue – Tunks Park)
- 38 Stormwater upgrade pipe extension at Centennial Avenue, Chatswood
- 39 Stormwater upgrade at Sugar loaf Crescent, Castlecrag
- 40 Stormwater investigation at Scotts Creek, Artarmon
- 41 The Concourse Parking equipment upgrade

MANAGED BY COUNCIL



**67,000+**

HELP & SERVICE  
CALLS RECEIVED

**95%** calls answered

**81%** calls resolved on first contact



**60K**

STREET  
TREES

MAINTAINED

**288km**

OF SEALED ROADS





**\$38.8m** projects and capital works expenditure

**\$147.9m** total budget



**22**

SPORTS  
FIELDS



**7**

LIBRARIES



residential waste diverted  
from landfill



**100+**

PARKS AND  
RESERVES AND

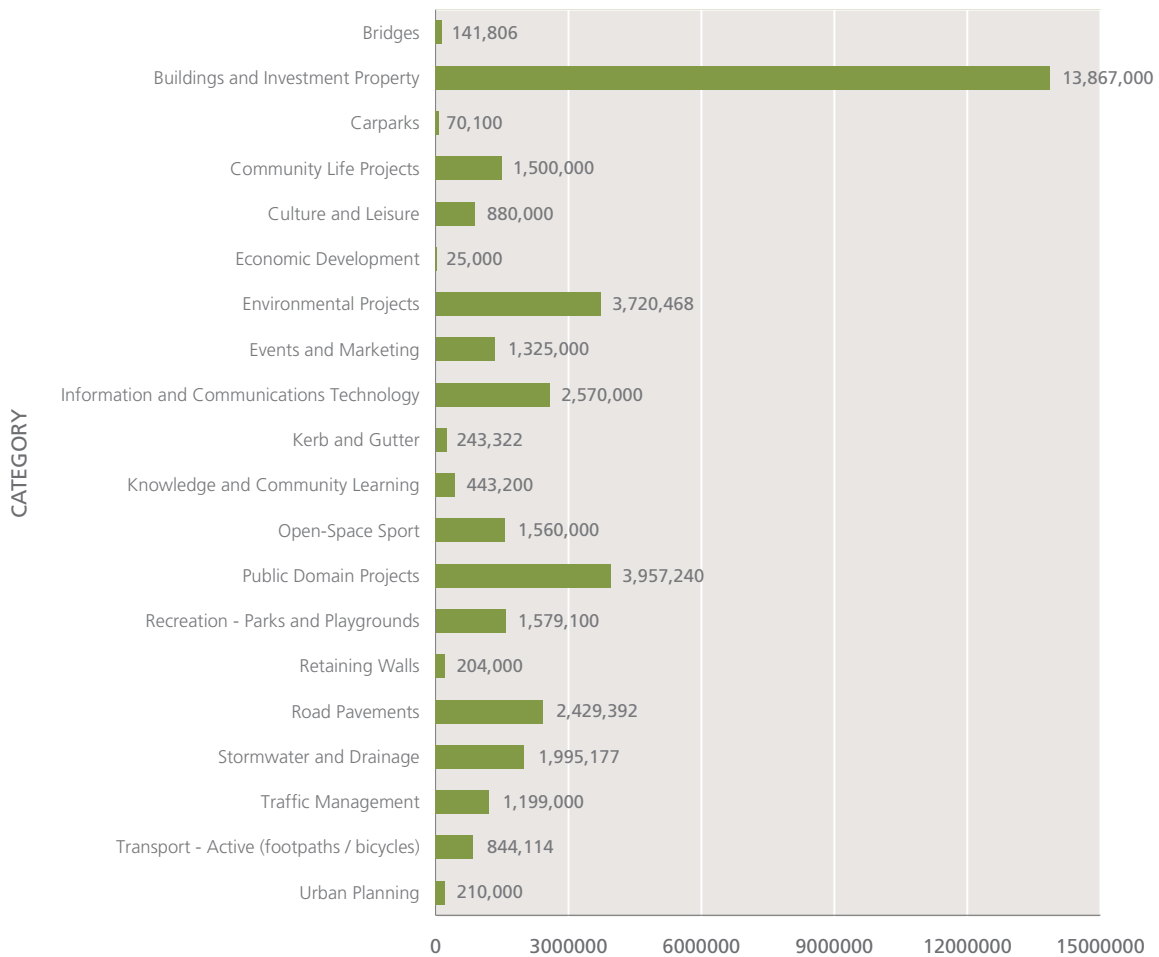
**47**

PLAYGROUNDS

# Projects & Capital Works

## PROPOSED 2021/22 FUNDING (\$)

Total \$38,763,919





# HOW TO READ THIS DOCUMENT

Category of Projects and Capital Works

## PUBLIC DOMAIN

302039	CBD laneways activation Spring Place Chatswood – construction	4.4	\$692,240
301810	CBD laneways activation Mills Lane Chatswood – construction	4.4	\$300,000
301811	CBD laneways activation Post Office Lane Chatswood – construction	4.4	\$580,000
301812	CBD laneways activation Charlotte/Anderson Chatswood – construction	4.4	\$80,000
301865	Sustainable porous pavement at various locations	1.1	\$80,000
301959	Hampden Road Artarmon, streetscape stage 2 – construction	5.3	\$1,000,000
301960	Sailors Bay/Strathallen/Eastern Valley Northbridge streetscape – construction	5.3	\$1,000,000
301983	Naremburn local centre streetscape – construction	5.3	\$100,000
302028	Anderson to Victoria, Chatswood – pedestrian safety	5.3	\$125,000

Project Number

Estimated cost of Project for 2021/22

Strategic alignment

## BRIDGES

301934	Bridge asset inspections	2.1	\$53,000
301998	Repair works to bridges	2.1	\$88,806

## BUILDINGS AND INVESTMENT PROPERTIES

301695	Rolling roof replacement program – construction	5.3	\$1,100,000
301429	Hazardous materials audits and removal	5.3	\$100,000
301723	Community radio building refurbishment, 112 Victoria Ave, Chatswood	5.3	\$200,000
301961	Artarmon Parklands Pavilion – construction	5.3	\$1,530,000
301962	Gore Hill Oval – design – stage 2 works	3.2	\$2,500,000
301963	Council Customer Centre upgrade	5.3	\$1,680,000
301964	Council building – Victor Street accommodation upgrade – design	5.3	\$290,000
301965	The Concourse cladding replacement	5.3	\$4,147,000
301984	Regency Leisure Centre capital works, 24 Endeavour Street Chatswood	5.3	\$1,550,000
302017	Northbridge RSL Memorial Hall renewal	5.3	\$100,000
301982	Rolling floor program – renewal	5.3	\$135,000
302032	Fire safety compliance program	5.3	\$35,000
302040	Dougherty Centre – furniture and fittings	5.3	\$500,000

## CARPARKS

301936	Car park renewal design	5.3	\$100
302023	Northbridge Plaza Car Park (capital repairs)	5.3	\$50,000
302025	Car park maintenance	5.3	\$20,000

## COMMUNITY LIFE

302036	Community wellbeing survey	2.5	\$55,000
301801	Affordable housing – Abbott Road, Artarmon – design	3.5	\$1,100,000
301818	Affordable housing development – 258 Sailors Bay Road Northbridge – design and construction	3.5	\$330,000
302011	Artarmon kids cottage upgrade, 18 Broughton Road, Artarmon	5.3	\$15,000

## CULTURE AND LEISURE

301790	Willoughby Leisure Centre – design for major upgrade of pool hall	3.3	\$760,000
301192	Northbridge Baths pontoon maintenance	3.3	\$120,000

## ECONOMIC DEVELOPMENT

302024	Economic development	4.1	\$25,000
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## ENVIRONMENTAL PROJECTS

301871	Maintenance for Middle Harbour	1.3	\$468,381
301872	Site rehabilitation and pest plant management, Lane Cove River catchment	1.3	\$182,782
301873	Natural area management for Lane Cove River catchment	1.3	\$45,695
301874	Natural area management for Middle Harbour	1.3	\$142,798
301876	Reserve linkage planting	1.3	\$154,222
301877	Streetscape canopy replenishment, Willoughby	1.3	\$44,660
301878	'Live Well' bushland community education project	1.3	\$91,391
301879	Flat Rock Gully restoration, Small Street, Naremburn	1.3	\$30,450
301880	Connectivity for Castlecrag Reserve	1.3	\$94,275
301881	Bushland stormwater armouring	1.3	\$40,600
301882	'Sharing Sydney Harbour access' project construction	1.3	\$30,450
301883	Interpretive signs for Castlecrag Reserve	1.3	\$15,225
301884	Middle Harbour walking track network upgrade	1.3	\$154,280
301885	Renewal of walking tracks for Lane Cove River Catchment	1.3	\$40,600
301886	Manual cleaning of creeks	1.3	\$55,825
301889	Resilient Willoughby program	5.4	\$140,000
301898	Willoughby Leisure Centre energy efficient operations maintenance	1.4	\$27,500
301899	Council owned lighting – maintenance	1.5	\$60,000
301897	Council owned buildings electricity meter upgrades	1.4	\$50,000
301900	Better Business Partnership	1.2	\$120,000
301901	Council buildings solar installation	1.5	\$250,000
301902	Community commercial solar PV assessments program	1.5	\$42,000
301903	Sustainable fleet and plant – procurement	1.5	\$95,000
301904	Electric vehicle mobile battery fleet feasibility study	1.5	\$25,000
301906	Live Well in Willoughby sustainability education campaign	1.2	\$170,434
301907	Community energy project	1.2	\$60,900
301968	Water harvesting program	1.3	\$262,000
301969	Water efficiency upgrade	1.4	\$67,000
301970	Water asset maintenance	1.3	\$240,000

301971	Water quality monitoring	1.3	\$45,000
301972	Catchment waterway consultant	1.3	\$50,000
301977	Water saving urban design program	1.3	\$257,000
301993	Air quality monitoring	1.3	\$17,000
302006	Street light improvement program	1.3	\$50,000
302019	Public tree data collection	1.3	\$100,000

## EVENTS AND MARKETING

301985	Chatswood CBD special event	4.4	\$900,000
301986	Chatswood Lunar New Year Festival	2.3	\$152,250
301987	Carols	3.6	\$21,500
301988	Emerge Festival	4.4	\$72,000
<b>302038</b>	<b>Willoughby Street Fair, Chatswood</b>	3.6	\$132,250
301989	CBD Christmas tree	3.6	\$25,000
301990	Family Festival	4.5	\$5,000
301991	Australia Day	2.3	\$10,000
301992	National Pet Day	3.6	\$7,000

## INFORMATION AND COMMUNICATIONS TECHNOLOGY

302008	CONNECT software implementation phase 3	5.1	\$2,400,000
302020	Technology solutions to fully enable flexible working	5.1	\$150,000
302030	Body cameras for the rangers team	5.1	\$20,000

## KERB AND GUTTER

301845	Kerb and gutter repair program	2.1	\$14,322
301924	Renew kerb and gutter on the north side of Glover Street, Willoughby	5.3	\$109,000
301925	Renew kerb and gutter on the south side of Rembrandt Drive Middle Cove	5.3	\$120,000

## KNOWLEDGE AND COMMUNITY LEARNING

301919	Resource collections – central library	2.7	\$372,708
301920	Resource collections – branches	2.7	\$44,051
301921	Library services – furniture and fittings	2.7	\$26,441

## OPEN SPACE

300142	Install synthetic cricket wickets at Willoughby Oval and Bales Park	3.2	\$15,000
300463	Upgrade of drainage, irrigation and oval surface at OH Reid Oval	3.2	\$550,000

301664	Renew irrigation tanks and pumps at Castle Cove Oval	3.2	\$110,000
301746	New floodlights for courts at Northbridge Park	3.2	\$170,000
301857	Synthetic oval surface at Willoughby Girls High School – planning	3.2	\$20,000
301862	Renew drainage at Castle Cove Oval	3.2	\$650,000
301890	Upgrade the Cloudmaster (irrigation) control units at Warners Park and Chatswood Bowling Club croquet greens	3.2	\$15,000
301891	Oval floodlights reglobe at Castle Cove and Gore Hill Ovals	3.2	\$30,000

## PUBLIC DOMAIN

302039	CBD laneways activation Spring Place Chatswood – construction	4.4	\$692,240
301810	CBD laneways activation Mills Lane Chatswood – construction	4.4	\$300,000
301811	CBD laneways activation Post Office Lane Chatswood – construction	4.4	\$580,000
301812	CBD laneways activation Charlotte/Anderson Chatswood – construction	4.4	\$80,000
301865	Sustainable porous pavement at various locations	1.1	\$80,000
301959	Hampden Road Artarmon, streetscape stage 2 – construction	5.3	\$1,000,000
301960	Sailors Bay/Strathallen/Eastern Valley Northbridge streetscape – stage 1 construction	5.3	\$1,000,000
301983	Naremburn local centre streetscape – design	5.3	\$100,000
302028	Anderson to Victoria, Chatswood – pedestrian safety	5.3	\$125,000

## RECREATION – PARKS AND PLAYGROUNDS

300583	Renew Bales Park Playground and prepare Park masterplan – design	3.2	\$100
300634	Naremburn Park new lighting	3.1	\$70,000
300647	Naremburn Park new planting and seating	3.2	\$85,000
300948	Wickham Park Playground renewal	3.2	\$100
301047	Chatswood Park – masterplan – stage 4	3.2	\$500,000
301261	Upgrade open spaces to improve inclusiveness	3.2	\$40,000
301851	Northbridge Park safety netting – maintenance	3.2	\$23,400
301870	Edinburgh Road, Castlecrag shops – new park – construction	3.2	\$150,000
301892	Playground inspection reports at various sites – construction	3.2	\$30,000
301893	Renew barbecues with 'smart' barbecues – Clive Park	3.2	\$30,000
301894	Renew landscape features at Cleland Park stage 2 – construction	3.2	\$150,000
301895	Willoughby Park perimeter path design	3.2	\$100
301949	Whitton Park brick wall – construction	3.2	\$155,000
301950	Renew Hallstrom Park learner's bike track	3.2	\$100





301951	Renew garden beds Beauchamp Park – construction	3.2	\$30,000
301952	Warners Park masterplan actions –construction	3.2	\$100
301953	Upgrade Muston Park Wisteria Walk – planning	3.2	\$10,000
301954	New picnic area in the north part of Muston Park	3.2	\$75,000
301956	Renew Willoughby Park Bowling Club fence – construction	3.2	\$10,000
301997	Review Willoughby Park masterplan – design	3.2	\$100
300635	New/renewal – Beauchamp Park – Beauchamp Avenue streetscape improvements – design	3.2	\$100
300638	New carpark lighting at Northbridge Park	3.2	\$45,000
300643	New Thomson Park picnic area – design and construction	3.2	\$150,000
302016	Renew footpath in Garden of Remembrance – maintenance	3.2	\$25,000

## RETAINING WALLS

301932	Retaining wall inspections	5.3	\$20,000
301933	Retaining walls design	5.3	\$55,000
301994	Upper Minimbah Road, Northbridge, retaining wall	5.3	\$129,000

## ROAD PAVEMENTS

301822	Renew road pavement, Dickson Avenue, Artarmon (Pacific Hwy – Clarendon Street)	2.1	\$130,000
301823	Renew road pavement, Anderson Street, Chatswood (Help Street – Endeavour Street)	2.1	\$92,000
301824	Renew road pavement, Centennial Avenue, Chatswood (Whitton Road – Edgar Street)	2.1	\$100,000
301826	Renew road pavement, De Villiers Avenue, Chatswood (Carr Street – Dardanelles Road)	2.1	\$55,000
301827	Renew road pavement, Spearman Street, Chatswood (Ashley Street – Waratah Street)	2.1	\$65,000
301828	Renew road pavement, Victoria Avenue, Chatswood (Archer Street – Havilah Street)	2.1	\$108,000
301829	Renew road pavement, Deepwater Road, Castle Cove (Eastern Valley Way – Warrane Place)	2.1	\$84,000
301830	Renew road pavement, Clifton Ave, Northbridge (Bligh Street – Tunks Street)	2.1	\$52,000
301831	Renew road pavement, Weemala Road, Northbridge (Council boundary 22/24 –western end)	2.1	\$56,000
301832	Renew road pavement, Dargan Street, Naremburn (Northcote Street – Ruth Street)	2.1	\$81,000
301833	Renew road pavement, McBurney Street, Naremburn (Parkes Street – Brook Street)	2.1	\$50,000
301834	Renew road pavement, Parkes Street, Naremburn (McBurney Street – end)	2.1	\$30,000

301835	Renew road pavement, Boundary Street, Castle Cove (Warrane Place – Eastern Valley Way)	2.1	\$56,000
301836	Renew road pavement, Evans Lane, St Leonards (north section)	2.1	\$54,000
301837	Renew road pavement, Herbert Street, St Leonards (no.19 – Westbourne Street)	2.1	\$66,000
301838	Renew road pavement, Keary Street, Willoughby (Oakville Road – Eaton Street)	2.1	\$26,000
301839	Renew road pavement, Keary Street, Willoughby (Eaton Street – Mowbray Road)	2.1	\$61,000
301840	Renew road pavement, Laurel Street, Willoughby (Ward Street – Peshurst Street)	2.1	\$66,000
301841	Renew road pavement, Remuera Street, Willoughby (Mowbray Place – end southern)	2.1	\$46,000
301842	Roads and Maritimes Services block grant	2.1	\$123,000
301843	Roads and Maritimes Services block grant supplementary	2.1	\$41,000
301844	Bus bay road pavement repair	2.1	\$33,600
301846	Road patching under \$15,000	2.1	\$477,686
301847	Project management and software licencing	2.1	\$8,000
301848	Renew road pavement, Kameruka Road, Northbridge (no.1 – Lower Bligh Street)	2.1	\$111,000
301849	Renew road pavement, High Street, Willoughby (Stan Street – McClelland Street)	2.1	\$110,000
301850	Renew road pavement, Lower Cliff Avenue, Northbridge (Cliff Avenue – Tunks Park)	2.1	\$154,507
302014	Renew road pavement, Telford Lane, Willoughby	2.1	\$15,000
302015	Road pavement survey	2.1	\$77,599

## STORMWATER AND DRAINAGE

301908	Stormwater upgrade pipe extension at Centennial Avenue, Chatswood	5.3	\$120,000
301909	Stormwater upgrade at Sugar loaf Crescent, Castlecrag	5.3	\$183,440
301913	Stormwater renewal at Chandos Street, St Leonards	5.3	\$15,000
301914	Stormwater renewal repair program	5.3	\$100,000
301915	Stormwater investigation at Rohan Street, Naremburn	5.3	\$15,000
301916	Stormwater renewal pipe replacement program	5.3	\$108,500
301917	Stormwater renewal relining program, design and construction	5.3	\$461,000
301918	Stormwater upgrade inlet safety program	5.3	\$29,137
301943	Stormwater renewal pit chamber – construction	5.3	\$90,900
301944	Stormwater renewal patch program	5.3	\$150,000

301945	Stormwater cleaning – maintenance	5.3	\$84,900
301946	Stormwater investigation CCTV	5.3	\$26,300
301947	Stormwater upgrade pipe service removals	5.3	\$30,000
301948	Software fees and monitoring	5.3	\$11,000
302000	Stormwater design and construction at Hampden and Broughton Roads, Artarmon	5.3	\$122,000
302001	Stormwater design and construction at Goodchap and Mowbray Roads, Chatswood	5.3	\$48,000
302002	Stormwater design and construction at Ashley Street, Chatswood	5.3	\$125,000
302003	Stormwater design and construction at 19 Camaray Road, Castle Cove	5.3	\$40,000
302005	Stormwater design and construction at Rosebridge Avenue, Castle Cove	5.3	\$25,000
302021	Stormwater design and investigation	5.3	\$10,000
302022	Scotts Creek Flood Study and Risk Management Plan	5.3	\$200,000

## TRAFFIC MANAGEMENT

301853	Road safety behavioural program	2.1	\$10,000
301854	Local area traffic management at The Fairway and Reid Drive, Chatswood	2.4	\$40,000
301855	Electric vehicle charging bay	1.5	\$25,000
301863	Pedestrian and Cyclist Improvement Plan at Bowen Street, Chatswood	3.3	\$15,000
301940	Local area traffic management detailed design and implementation for Hampden Road, Artarmon	3.1	\$100,000
302041	Gates, pay-stations, ticket system and intercommunication at The Concourse car park upgrade and replacement	2.4	\$1,000,000
302044	Northbridge Oval, Northbridge – Traffic and parking study	2.4	\$4,000
302043	Parking study at Edward and Penkivil Streets, Willoughby	2.1	\$5,000

## TRANSPORT – ACTIVE (FOOTPATHS/BICYCLES)

301499	Alternative forms of transport study	1.5	\$45,000
301864	Artarmon loop and extended bus services	2.1	\$330,000
301922	New footpaths – footpath missing links program	2.1	\$119,114
301930	Bus stop access upgrade – construction	2.7	\$300,000
301931	Bus stop access upgrade – design	2.7	\$40,000
301939	Improvements for pedestrians and cyclists in Edward Street between Penkivil Street to Artarmon Road, Artarmon – design	2.7	\$10,000

## URBAN PLANNING

302009	Review of Local Environmental Plan and Development Control Plan 2020/2021	5.4	\$150,000
302010	Implementation of Willoughby Integrated Transport Strategy 2036	2.1	\$60,000



# Corporate Performance Indicators

These corporate performance indicators for 2021/22 will ensure our services meet community needs.

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

Corporate performance indicator	Target
<b>Operational budget</b> Year to date actual compared to revised budget	≤±5%
<b>Operational budget</b> Year to date expenditure compared to budget	≤±5%
<b>Projects and capital works</b> Project and capital works milestones delivered on time	≥85%
<b>Community perception</b> Overall community satisfaction	≥70%
<b>Customer satisfaction</b> Overall customer satisfaction with council services	≥70%
<b>Enterprise risk management</b> Enterprise Risk Management open actions not overdue	≥85%
<b>Work health and safety</b> Lost time injury incident rate	≤4.10
<b>Work health and safety</b> Work health and safety matters addressed within 30 days	≥90%



# Business Improvement Initiatives

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

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

Initiative	Strategic Alignment
Improve customer experience	Outcome 5
Improve corporate processes	Outcome 5
Improve planning approval process	Outcome 5
Implement CONNECT (corporate systems) project	Outcome 5





# Budget Summary and Revenue Policy

Key Financial Information	2021/22 Budget \$M	2020/21 Adopted Budget \$M
Operating Income	113.6	110.4
Operating Expenditure	113.1	113.4
Net Operating Result (before Capital Grants and Contributions)	0.5	(3.0)
Capital Grants and Contributions	4.5	3.5
Operating Result	5.0	0.5

The 2021/22 operating budget finds Willoughby City Council budgeting for a slight surplus of \$0.5m before capital grants and contributions.

The budget moves to a surplus of \$5.0m when capital revenue is accounted for.

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

COVID-19 and related restrictions had a profound impact on revenues throughout the 2019/20 and 2020/21 financial years with combined revenue losses estimated at \$14m. Changes to the economic environment and consumer behaviour in the wake of COVID-19 will continue to have a major impact on areas such as paid parking, interest returns and rental revenue.

This ongoing impact meant that the starting point for the 2021/22 budget was \$6.2 million in deficit. In response, Council and staff worked collaboratively to identify opportunities to reduce variable costs and to optimise revenue where possible. We found \$5.5 million savings in employee costs, operational

expenses and by introducing controllable cost savings in areas such as consultants and materials. Of the remaining, \$1 million will be raised by way of fee increases, where they are under market value or haven't kept pace with inflation.

Our collaborative effort results in us presenting a balanced budget with a minor surplus for the 2021/22 financial year, putting Council and our community in good stead as we continue to recover from the impacts of COVID-19.



## Financial Performance for the year ended 30 June 2022 (Profit and Loss and Funding Statement)

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

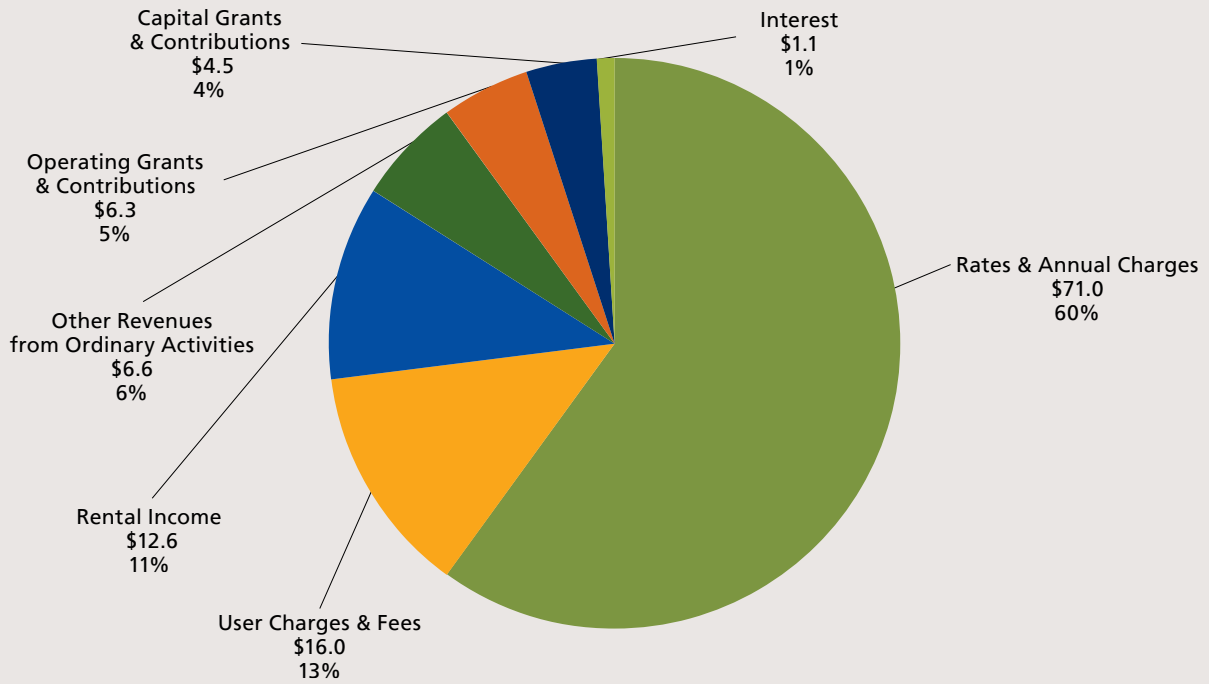
level of own source operating revenue from rates and charges, fees, interest and other sources.

### WILLOUGHBY CITY COUNCIL PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2022

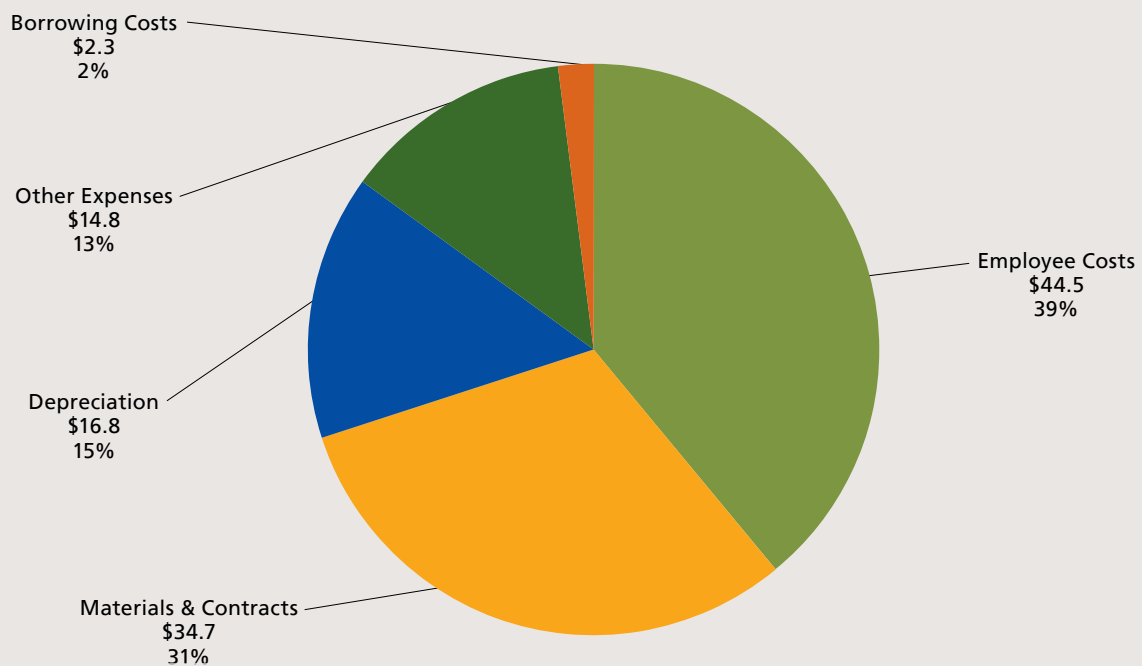
REVENUE FROM ORDINARY ACTIVITIES	Budget 2020/21 \$M
Rates and annual charges	71.0
User charges and fees	16.0
Other revenues from ordinary activities	6.6
Operating grants and contributions	6.3
Interest	1.1
Rental Income	12.6
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	113.6
EXPENSES FROM ORDINARY ACTIVITIES	
Employee Costs	44.5
Borrowing Costs	2.3
Materials & Contracts	34.7
Depreciation	16.8
Other Expenses	14.8
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	113.1
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	0.5
Capital Grants & Contributions	4.5
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	5.0



## BUDGET INCOME 2021/22 \$M



## BUDGET OPERATING EXPENSES 2021/22 \$M

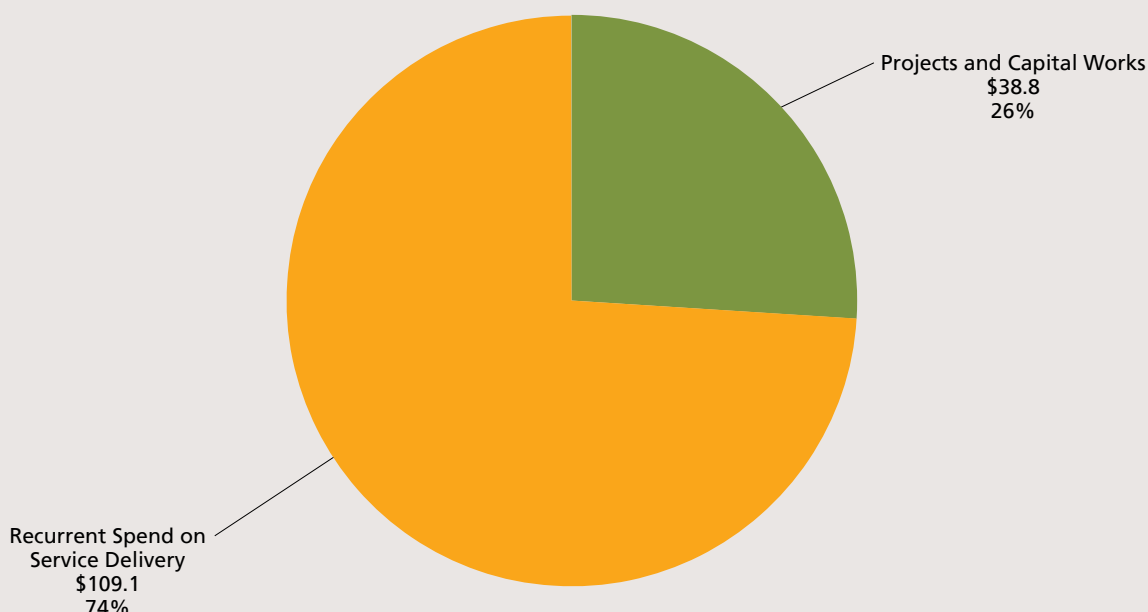


Breakdown of 2021/22 Budget Expenditure	Projects and Capital Works	Recurrent Spend on Service Delivery	2021/22 Draft Budget TOTAL \$M
Operational Expenditure	5.9	107.2	113.1
Capital Expenditure	32.9	1.9	34.8
<b>Total Expenditure</b>	<b>38.8</b>	<b>109.1</b>	<b>147.9</b>

As well as the \$113.1m of operational expenses, Willoughby City Council will spend \$34.8m of capital (asset) spend. This will renew and upgrade existing assets and provide new assets for the community. Of the combined total spend of \$147.9m, \$38.8m

will be spent on projects and capital works. The above includes \$7.7m to fund the infrastructure levy program. \$3.2m of this comes from the additional rates income with the remaining \$4.5m from the general fund.

## BREAKDOWN OF 2021/22 BUDGET EXPENDITURE \$M



### CASH-FLOW AND FUNDING STATEMENT

The budget is a fully funded and balanced with a small general fund funding surplus of \$0.3m. We have managed to balance our cash inflows and outflows

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



## BUDGET SUMMARY BY FUNDING AND EXPENDITURE

SUMMARY OF FUNDING	2021/22 \$M	2020/21 \$M
Rates	44.9	43.7
User charges and fees	16.0	13.5
Other	5.4	4.4
Rental Income	12.6	12.4
Domestic waste management	16.3	15.8
Transfer from reserves	27.5	33.3
Grants and contributions	7.6	6.7
Internal recharge income	7.0	6.1
Environmental levy and stormwater charge	6.6	6.5
Infrastructure levy	3.2	3.2
Developer contributions	3.2	3.2
Interest	1.1	3.5
Disposal of assets	0.4	0.4
<b>TOTAL</b>	<b>151.8</b>	<b>152.7</b>
SUMMARY OF EXPENDITURE		
Employee costs	41.4	43.3
Capital assets	32.4	35.0
Materials and contracts	18.6	20.0
Domestic waste management	15.0	14.6
Others	14.5	12.7
Transfer to reserves	12.4	8.4
Internal recharges	6.6	5.7
Environmental levy	6.0	8.6
Borrowing costs	1.6	1.6
Loan redemption	1.4	1.4
Employee costs – capital	1.4	1.1
Contributions and donations	0.2	0.2
<b>TOTAL</b>	<b>151.5</b>	<b>152.6</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.3</b>	<b>0.1</b>



### EXPENDITURE ON OUTCOMES

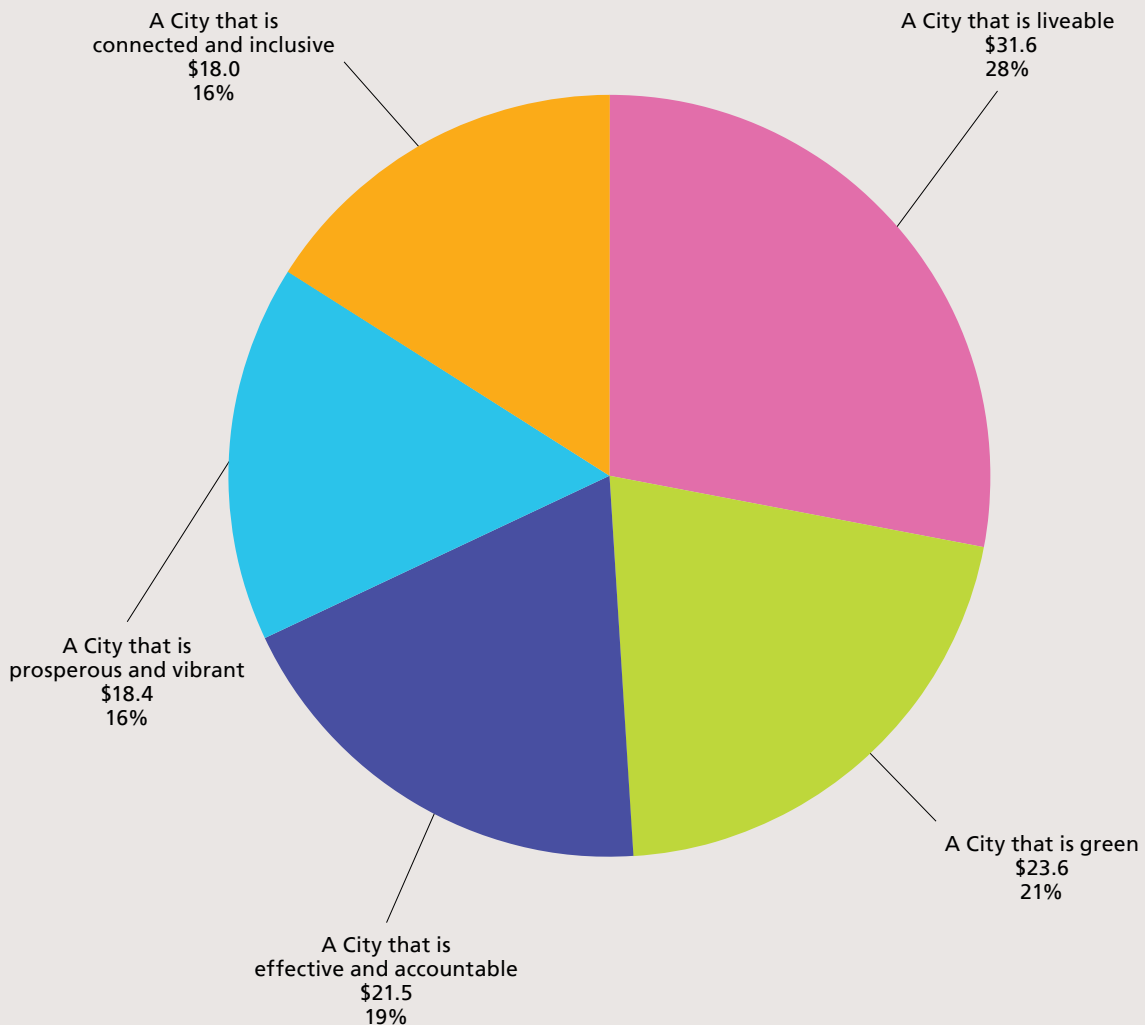
We provide a wide range of services and infrastructure that reflect community needs. Decisions on where we spend our budget are guided by community feedback. This is used to develop our strategic plans.

The projected 2021/22 spend of \$113.1m covers expenditure on the five outcomes in the community strategic plan, *Our Future Willoughby 2028*.

These outcomes are:

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

## 2021/22 OPERATING EXPENDITURE BY OUTCOME \$M



# Revenue Policy 2021/22

## 1. Rating Structure

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

The rates information below is based on IPART's rate peg limit of 2% with our budget based on the take up of the full increase. We have adopted the following rating categories in 2021/22 (including the following rates in the dollar, minimum rates and their associated yields):

ORDINARY RATES	2021/22 RATE
<b>Residential</b>	
Ad valorem*	<b>.00086802</b>
Minimum	\$896.40
Yield	\$31.80m
<b>Business</b>	
Ad valorem*	<b>.00471265</b>
Minimum	\$1,280.15
Yield	\$12.77m
<b>Chatswood Town Centre</b>	
Ad valorem*	<b>.00685895</b>
Minimum	\$1,361.55
Yield	\$7.35m
<b>Chatswood Major Retail Centre – Chatswood Chase</b>	
Ad valorem*	<b>.016491</b>
Minimum	\$1,141.10
Yield	\$0.94m
<b>Chatswood Major Retail Centre – Westfield</b>	
Ad valorem*	<b>.0153425</b>
Minimum	\$1,141.10
Yield	\$1.20m
<b>Strata Storage Facility</b>	
Ad valorem*	<b>.0068305</b>
Minimum	\$865.50
Yield	\$0.09m
<b>Total Yield Rates</b>	<b>\$54.17m</b>

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

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

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

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

## HARDSHIP POLICY

We updated our hardship policy in November 2013. Full details are at [willoughby.nsw.gov.au](http://willoughby.nsw.gov.au)

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

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

## 2. e.restore Environmental Restoration Program

A sustainability levy replaced the existing environmental levy to fund a third round of the e.restore program known as 'e.restore 3' in July 2008. The sustainability levy is subject to open reporting to ensure accountability to our community and that it is only spent on sustainability projects. In line with the rate peg increase of 2%, an amount of \$5.9m will be raised from the rate levy in 2021/22.

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

### 3. Stormwater Management Service Charge

We are continuing detailed investigation and assessment programs of our drainage assets. Many drainage assets are approaching a critical phase in their lifespan and will require a significant program of renewal, repair and upgrade. Maintenance will be needed to optimise their service life. Other capital works such as capacity upgrades in the Chatswood CBD to resolve flooding of properties have been completed. Stormwater harvesting has been identified for inclusion in a long-term drainage program. The program in 2021/22 based on a 20-year plan, incorporates further investigation of pipeline condition, cleaning and blockage removal and the specification and design of repair and upgrade works.

#### **Stormwater Management Service Charge:**

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

**Total Yield: \$699,000**

We will charge fees for services in line with our schedule of fees and charges for 2021/22.

### 4. Domestic Waste Management Charge

We have an annual domestic waste management charge on all rateable land in the City of Willoughby area that is categorised as residential. This recovers the cost of providing domestic waste management services for the 2021/22 rating year as outlined here.

<b>Charge Type</b>	<b>Amount</b>
Domestic Waste Management Charge	\$545
Domestic waste management self-funded retiree and pensioner charge	\$415
<b>Total Yield</b>	<b>\$16.4m</b>

We reduce waste going to landfill by promoting the waste hierarchy (avoid, reduce, reuse, recycle) and ensuring waste is disposed of in a sustainable manner. The domestic waste management charge covers the following services for residential dwellings:

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

We also provide an on-call clean up service for a fee of \$100 per service.

We charge a commercial waste collection service as below:

<b>Charge Type</b>	<b>Amount</b>
Commercial Waste Charge	\$822
<b>Total</b>	<b>\$260,000</b>

### 5. State Government Determinations

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

Under Section 566(3) of the Act, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and annual charges in a given year. The interest rate for 2021/2022 has not yet been set but is expected to be 7%. Council will take up the maximum rate.



## 6. Pricing Policy/Fees & Charges

All fees and charges quoted are GST inclusive. We apply GST to our fees and charges in line with the relevant legislation. The schedule of fees and charges in this document has been prepared using the best available information on the GST impact on the fees and charges at the time of publication. The fees and charges have as a minimum been increased by 1.5% where appropriate. Willoughby City Council is committed to raising revenue in a fair and equitable manner to enable it to meet the community's needs. In determining how its fees and charges have been set, we have considered the full costs of providing the particular goods and services.

Our fee structure uses the pricing principles below.

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

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

## 7. Work on Private Lands

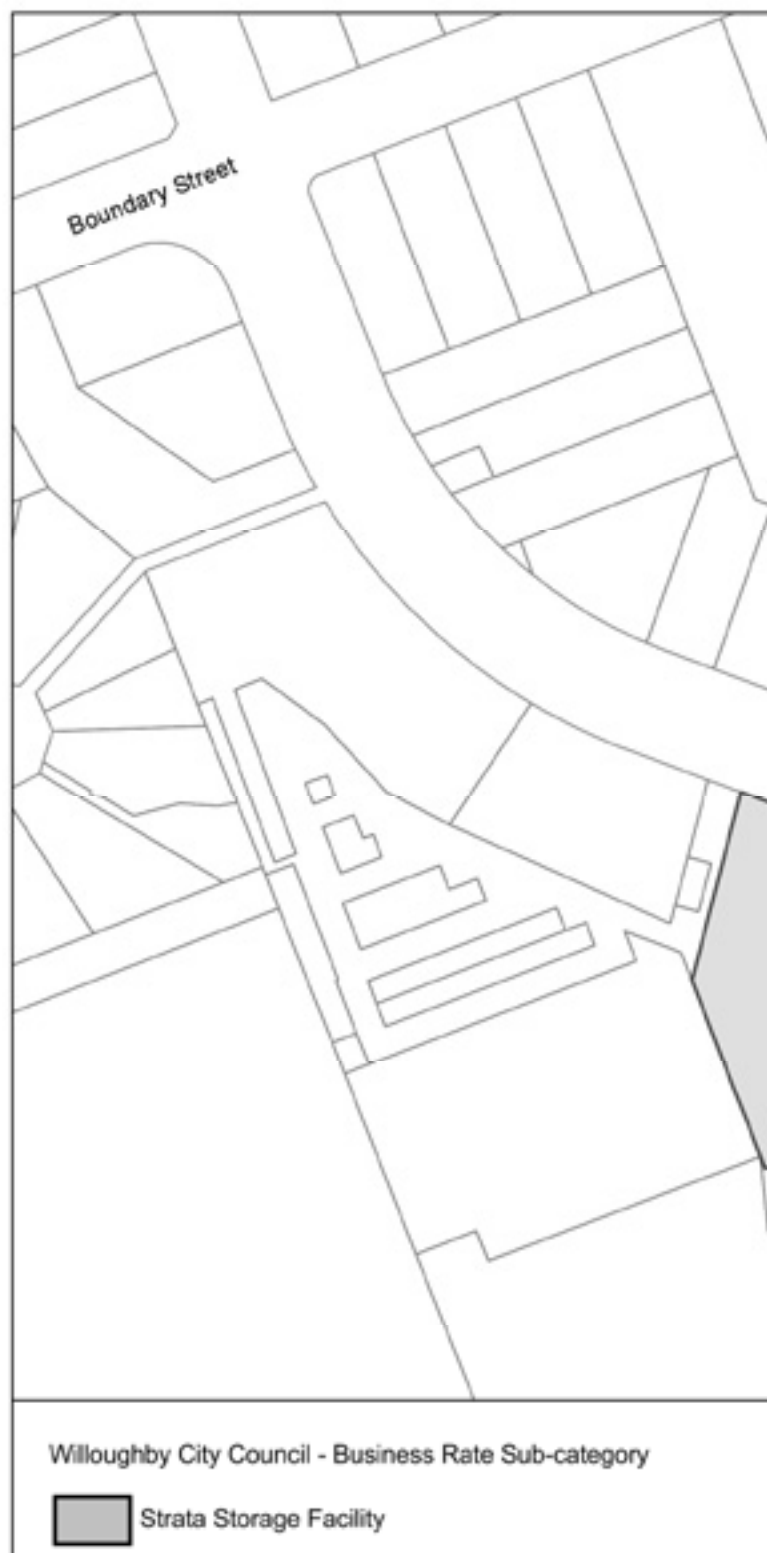
If we carry out work on private land, we charge the actual prime costs plus a standard on costs. This provides a full cost recovery plus a return for Willoughby City Council.

## 8. Loan Borrowing 2021/22

We do not propose any new borrowing in 2021/22.

## 9. Definition of business sub categories

The maps on the following pages show those areas to which each category and sub-category of rates included in the Plan applies.







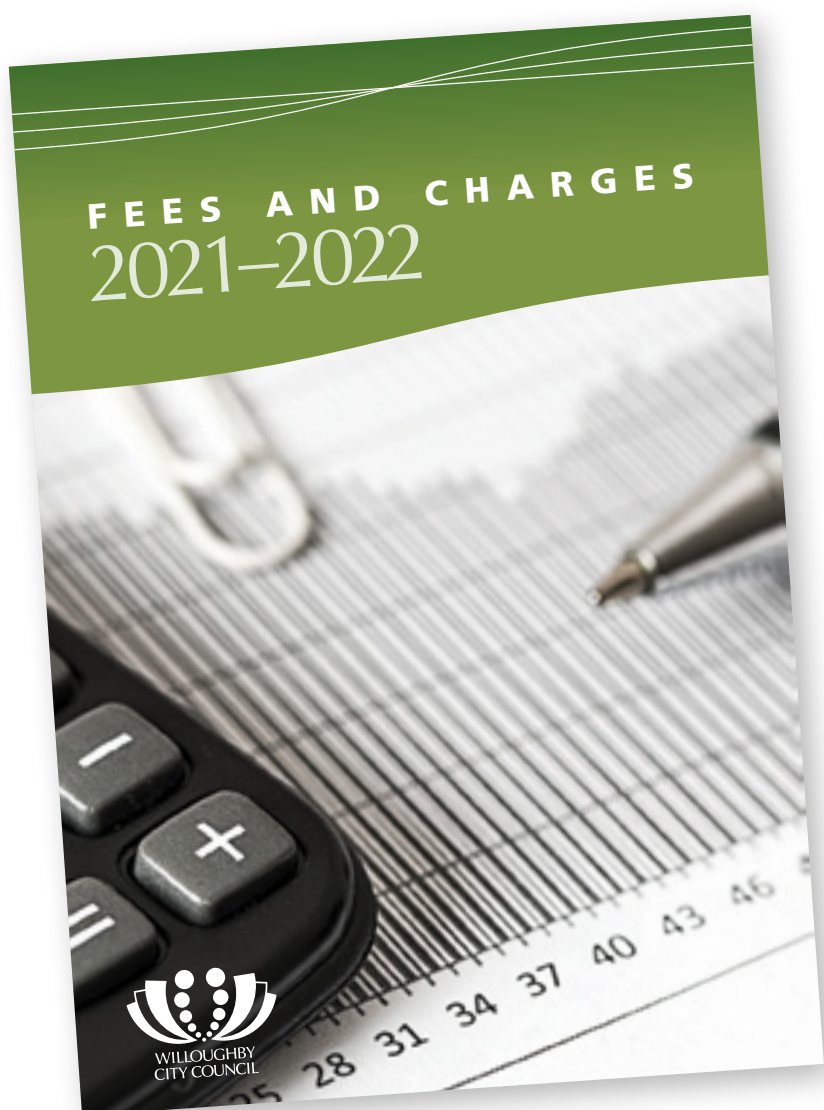






# Fees and Charges

See the separate Schedule of Fees and Charges 2021/22 document.







WILLOUGHBY  
CITY COUNCIL

Published June 2021

Willoughby City Council

**ADDRESS**

Level 4, 31 Victor Street, Chatswood, NSW 2057

PO Box 57 Chatswood, NSW 2057

**PHONE**

02 9777 1000

**EMAIL**

[email@willoughby.nsw.gov.au](mailto:email@willoughby.nsw.gov.au)

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)

