ANNUAL REPORT 2019–2020



MANANAN

City of Diversity

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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INTRODUCTION

Our vision

WILLOUGHBY'S DIVERSITY UNDERPINS OUR LIVEABLE AND PROSPEROUS CITY.

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

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

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

We recognise the past while creating new liveable places, strong communities and homes for the future. The sites and contributions of our traditional Indigenous inhabitants are recognised and preserved along with more recent heritage such as Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern apartment towers to medium density apartments and houses that span a variety of eras and designs. Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more. Our environment is important to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

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

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

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



About this report

Our annual report summarises the performance of Willoughby City Council for 2019/20 against the outcomes in the *Our Future Willoughby 2028* community strategic plan and the activities in the *Operational Plan 2019/20*.

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

How we plan and report

OUR COMMUNITY STRATEGIC PLAN

Our Future Willoughby 2028 is our community strategic plan. This long-term plan for Willoughby sets our direction for the next 10 years.

It steers our planning and helps us achieve the long-term outcomes our residents want for our local area. In areas and topics where we don't have control over outcomes, we work with other levels of government and key stakeholders to influence policy, planning, infrastructure and service delivery.

We prepared the plan in collaboration with and on behalf of our residents and other stakeholders in 2018/19. It was adopted by Council in June 2018.

The plan forms the basis for our <u>Delivery Program 2017-</u> 2021 and Operational Plan 2019/20.

OUR DELIVERY PROGRAM 2017-2021 AND OPERATIONAL PLAN 2019-2020

The four-year *Delivery Program 2017-2021* outlines the services and projects we will provide in the current council term and how these will be funded.

Our Delivery Program 2017-2021's focus is to:

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

The annual *Operational Plan 2019/20* supports the *Delivery Program 2017-2021*. It details the activities we undertook from 1 July 2019 to 30 June 2020. It is reported on every six months and reviewed each year.

This year (2019/20) was the third year of the *Delivery Program 2017-2021*.

OUR ANNUAL REPORT 2019/20

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

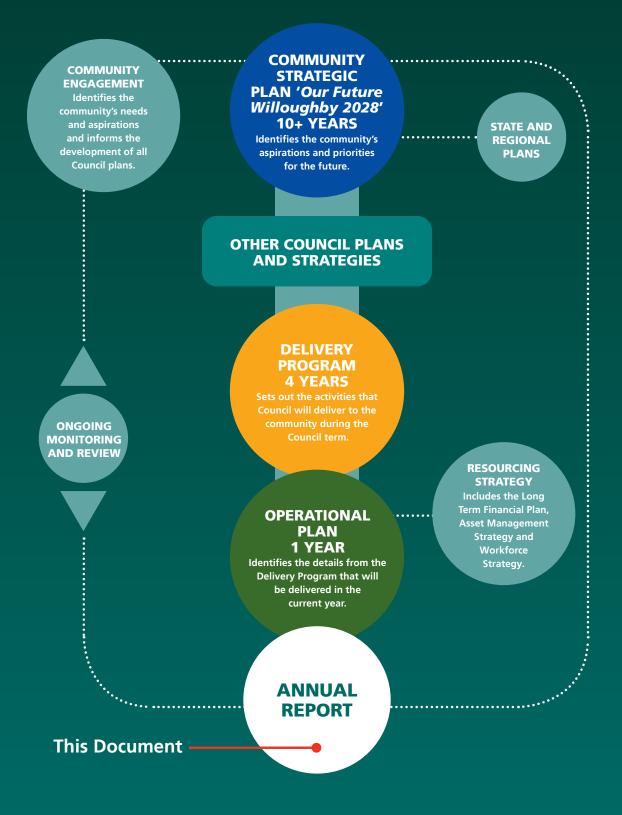
This annual report summarises the performance of Willoughby City Council for 2019/20 against the directions in *Our Future Willoughby 2028* and the services and projects in the *Operational Plan 2019/20*. It identifies our major projects and activities for the past year.

WHERE TO FIND THE DOCUMENTS

You can find current and historical documents and reports on our website <u>www.willoughby.nsw.gov.au</u>



INTEGRATED PLANNING AND REPORTING FRAMEWORK







YEAR IN REVIEW

Our key achievements

OUTCOME 1: A CITY THAT IS GREEN

- Implemented Our Green City Plan 2028 to address climate change and the environment
- Enhanced environmental management for Middle Harbour and the Lane Cove River catchment
- Saved one million litres of water a year at Willoughby Leisure Centre
- Adopted the vegetation policy and vegetation development control plan

OUTCOME 2: A CITY THAT IS CONNECTED AND INCLUSIVE

- Finalised the Willoughby Integrated Transport Strategy 2036
- Conducted the community wellbeing survey
- Provided a hub for multicultural activities at the MOSAIC Centre with more than 50 programs, mostly run by volunteers
- Held annual events including Emerge Festival and Lunar New Year Festival

OUTCOME 3: A CITY THAT IS LIVEABLE

- Finalised the Willoughby Local Strategic Planning Statement the city's most important land use planning document
- Spent \$20.5 million on capital works including roads, footpaths, parks, playgrounds and ovals
- Maintained essential services during the pandemic including waste management and services to vulnerable people such as Meals on Wheels, linen services and phone contact
- Maximised use of parks and bushland reserves for outdoor recreation during the pandemic, such as upgrades of bush walking tracks, turning on oval lights at night and additional cleaning of parks and outdoor spaces
- Bolstered library online services during the pandemic and provided 'click and collect' service while the physical libraries were closed
- Expanded to digital events and workshops during the pandemic to provide engagement and support
- Finalised detailed plans for the Willoughby Leisure Centre
- Upgraded Chatswood Skate Park



OUTCOME 4: A CITY THAT IS PROSPEROUS AND VIBRANT

- Upgraded local centre streetscapes Willoughby at Penshurst Street, Mowbray Road and Oakville Road; and Penshurst Road from Mowbray Road to Laurel Street
- Partnered with Service NSW as part of the Easy to do Business program

OUTCOME 5: A CITY THAT IS EFFECTIVE AND ACCOUNTABLE

- Launched our new websites
- Received the Service Delivery Initiative award at the 2020 NSW Local Government Excellence Awards conducted by LG Professionals for our robotics process automation initiative for improved customer service
- Provided \$2.3 million in fee and rental relief to businesses, community and sporting groups
- Implemented online Council meetings and consultation webinars to maintain accessibility and engagement
- Informed our community throughout the pandemic with health advice from government. Installed signage and implemented increased cleaning regimes at Council facilities and in public spaces like playgrounds. Modified services to meet Public Health Orders
- Engaged with tens of thousands of people through community consultations, webinars, the website, social media, events, workshops, presentations, Council meetings and through many other channels
- Ensured all key financial ratios were met
- Implemented a new integrated corporate finance, procurement and HR system



Message from the Mayor



The 2019/20 financial year was off to an incredible start, but will always be remembered for its conclusion in the midst of the COVID-19 pandemic.

Over 30 council programs, events and workshops moved online during the pandemic and we offered a \$2.3 million business support plan, while delivering vital services in waste management, supporting vulnerable people and keeping our streets clean. It was far from business as usual as we saw community behaviour change, particularly with higher levels of household waste and heavier use of our parks, ovals and bushland areas. We built on our community safety role by working with local businesses that needed assistance to comply with COVID-19 public health orders. Particularly our rangers and health inspectors had a lot more responsibility to support our community.

You will recall the once-in 100-year storm in February 2020, which meant a high demand for our staff in clearing away trees and debris, but they managed impeccably. The backlog of requests was completed in August 2020

We declared a climate change emergency in October 2019 and have re-doubled our efforts to reduce council's energy use and to support our community to do the same. Around 3,025 community members participated in more than 100 events and workshops as part of the 'Live Well in Willoughby' program. The program aims to encourage living more sustainably.

We implemented projects for Middle Harbour and Lane Cove River catchments. This included rehabilitation, revegetation, stormwater management and pest, plant and animal management.

Before the pandemic we conducted our Community Wellbeing Survey to help understand the community's health and wellbeing needs. Quality of life in the local area is high, with 92% of residents feeling that they have a good to excellent quality of life.

After engaging extensively with the community, we adopted the Local Centres Strategy. The planning priorities outlined in the Strategy will inform the review of our Local Environmental Plan (LEP). The Local Environmental Plan determines how and where development can occur and we will be working on this in 2021.

We also engaged with the community on planning strategies for affordable housing and industrial lands and made further adjustments to the CBD strategy in response to feedback. Further work on this will be undertaken during the LEP review process which will include extensive community consultation.

We hosted the Emerge Festival, Lunar New Year, Willoughby Symphony concerts and Chatswood Mall Market. These festivals and events add to the rich cultural fabric of our City and they bring economic benefits. Unfortunately due to the impacts of the pandemic Vivid Sydney at Chatswood was cancelled in 2020.

We finalised designs for a new pool hall for Willoughby Leisure Centre including a new lap pool, sauna and learn-to-swim facility.

Next year we aim to complete a design for stage two of the multisport facility at Gore Hill Park, renew Willoughby Oval, update Naremburn Park Playground and prepare designs for affordable housing at Abbot Road, Artarmon. There's also significant streetscape projects that will support local business and brighten our village centres.

I present to you the annual report on behalf of the councillors.

Gail Giles-Gidney Mayor, Willoughby City Council

Chief Executive Officer's report



It is a privilege to serve our community, especially during a crisis. I'm inspired by the commitment of staff to the community, business and the environment; their increased flexibility and innovation in continuing service to others. We tapped into networks across local government and beyond and shared information and advice freely. We continued services and support to our Councillors and community, whether working from home, in the office or from the Depot and our other centres.

Despite the pandemic, we delivered 90% of our project and capital works, balanced our budget to absorb a \$7 million loss in revenue and we're still financially strong. We continued services and contact with the most vulnerable in our community including linen services, meals on wheels and regular phone contact. Patronage of our open spaces increased more than 30% during COVID-19 so we maintained our sports fields, widened bush tracks, turned on oval lights to enable more community exercise in winter and regularly cleaned playgrounds and outdoor exercise equipment. Our Rangers and Environmental Health Officers' roles broadened. Essential services such as waste and street cleansing continued along with planning. We retained our permanent staff redeploying them from closed services to areas under pressure - a positive and productive experience for all.

Our staff and community positively responded to the social distancing and hygiene messages. They acknowledged the need to follow Public Health Orders. This resulted in the closure of some facilities and face to face services but helped ensure infection rates in the community remained very low. Now, our services have re-opened in a COVID safe way. Our key learnings included new ways of relaying information, conducting meetings, classes and consultations on-line and the rapid impact a pandemic has upon supply chains of essential goods and services.

Partly in response to health matters, we went cashless during COVID-19. Other significant innovations included the implementation of a new finance system, the launch of a new website and the trial of a robotic process automation which won a Service Delivery Initiative Award at the NSW Local Government Excellence Awards.

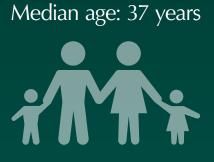
My deep thanks and appreciation to all staff, our Executive Leadership Team and to my EA for your commitment and teamwork.

Debra Just Chief Executive Officer Willoughby City Council



WILLOUGHBY CITY AT A GLANCE

Population 81,189 with growth to 91,848 by 2036 Population Density 36.19 persons per ha



The largest age group is:

35-39 year olds The three largest ancestries are:







Land area

Prior to the North West rail line opening Chatswood was the

5th largest CBD for employment
6th highest for office space

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

Willoughby city in profile



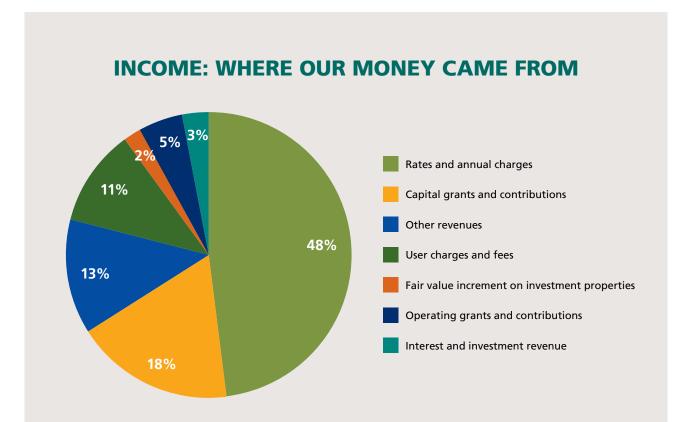
Willoughby City Council occupies 23 square kilometres on the lower north shore of Sydney, with its own CBD of Chatswood and a large part of St Leonards. It is 8.5 kilometres north of the Sydney CBD.

Our city incorporates the suburbs of Artarmon, Castle Cove, Castlecrag, Chatswood, Middle Cove, Naremburn, Northbridge and Willoughby, as well as parts of Gore Hill, Lane Cove North, St Leonards and Roseville. We are a mix of residential areas, industrial and commercial zones. The Lane Cove River and the foreshore of Middle Harbour feature plentiful bushland.



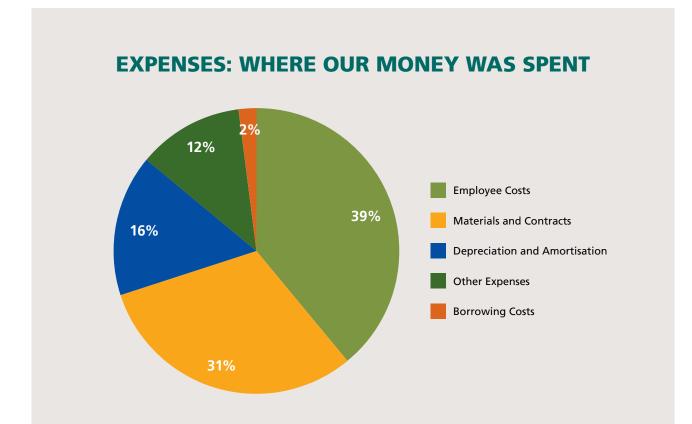
Financial Report

The net result for 2019/20 as reported in the financial statements, is a surplus of \$7.1M, excluding Capital Revenues (\$32.4M when Capital Revenue is accounted for).



TOTAL INCOME	2019/20 \$K
Rates and annual charges	67,823
Capital grants and contributions	25,299
Other revenues	17,979
User charges and fees	16,305
Fair value increment on investment properties	3,498
Operating grants and contributions	7,257
Interest and investment revenue	3,567
Gains asset disposal	50
Total	141,778





TOTAL EXPENSES	2019/20 \$K
Employee Costs	42,083
Materials and Contracts	34,292
Depreciation and Amortisation	17,308
Other Expenses	13,559
Borrowing Costs	2,099
Loss from Asset Disposal	-
Total	109,341





Major projects

2019/20 major projects included:

- An upgrade of Artarmon Oval, Artarmon Parklands, Beauchamp Park, Chatswood Park, Day Street Reserve, Gorman Street Reserve, Jersey Road Reserve and Kids' Cottage, Mowbray Public School Oval, Muston Park, Warners Park, Willis Futsal tennis courts, Willoughby Park
- A study for a shared path on Pacific Highway between Mowbray Road, Artarmon and St Leonards Station
- Year 3 of our gross pollutant trap four-year renewal program
- Natural management for Middle Harbour and the Lane Cove River catchment
- Upgraded Chatswood Skate Park
- Finalised detailed plans for the Willoughby Leisure Centre
- Laneway Activation Program
 Mills Lane, Charlotte Lane Post Office Lane and Spring Place
- Northbridge Bowling Club refurbishment
- Thomson Park amenities building
- Chatswood Rotary Athletic Field floodlights
- Public domain improvement program in Willoughby at Penshurst Street, Mowbray Road and Oakville Road; and Penshurst Road - Mowbray Road to Laurel Street
- Stage 2 expansion of CCTV coverage at The Concourse

Jersey Road Reserve and Kids' Cottage







Artarmon Parklands

River Boardwalk Repairs

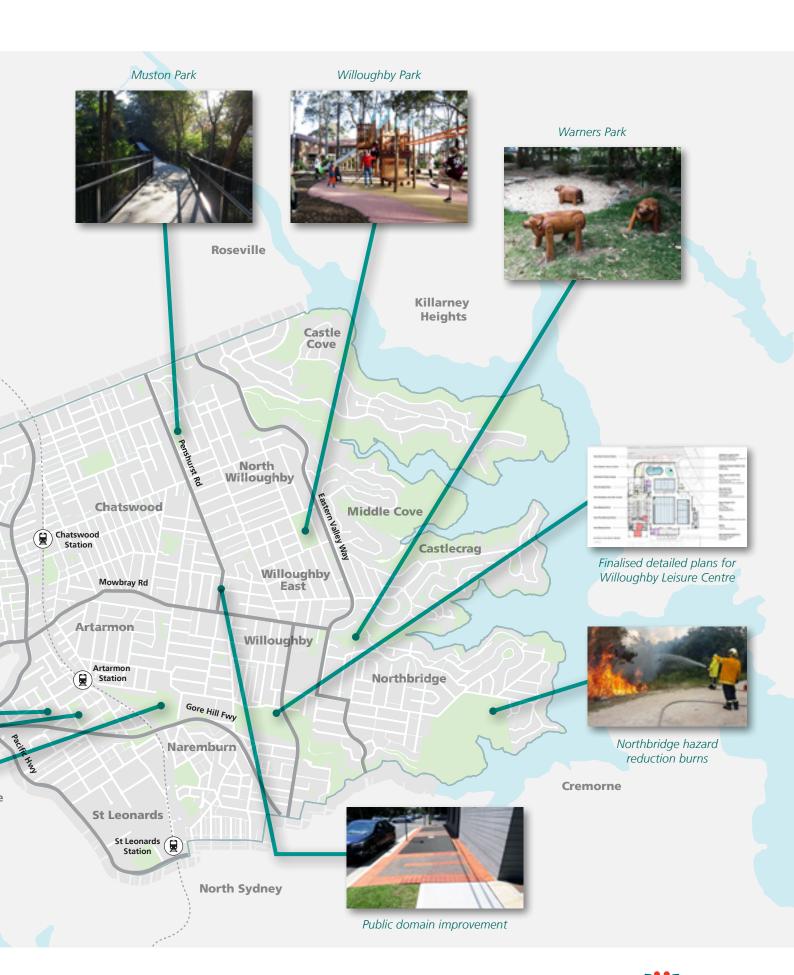
North Ryde

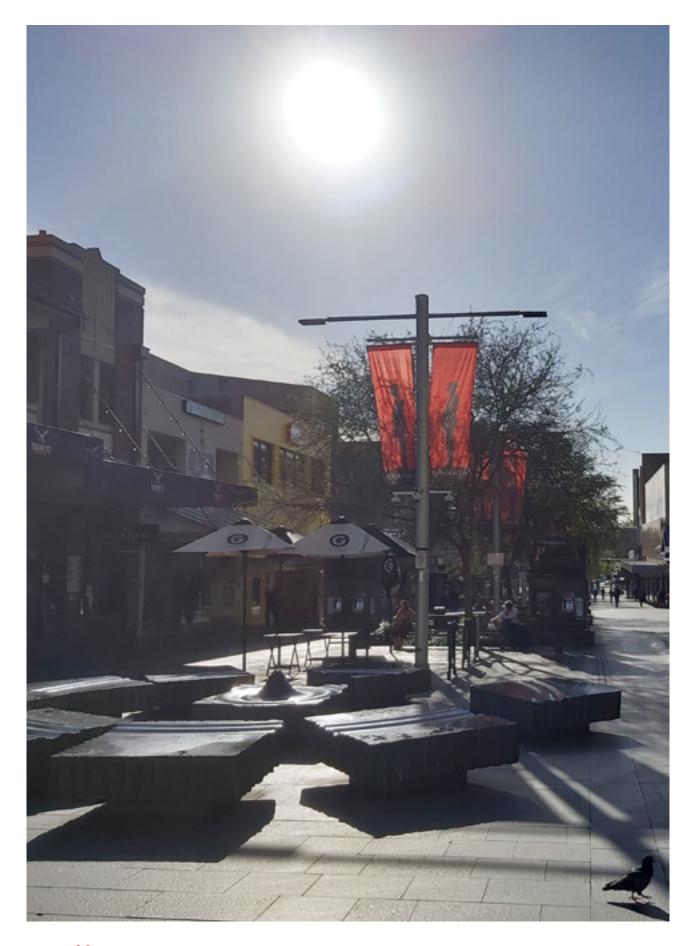
Chatswood

West

Fullers Rd

Lane Cov

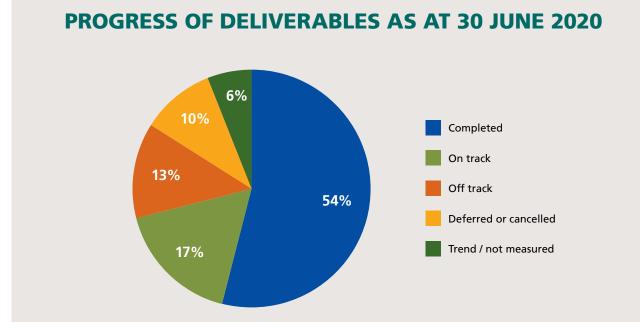




OUR PERFORMANCE

Our progress against the Operational Plan 2019/20

The Operational Plan 2019/20 details the activities we need to undertake and how we will resource these. It detailed 430 deliverables. We completed or were on track with 75% of these planned activities.



STATUS	Number of deliverables	Percent
Completed	232	54
On track	74	17
Off track	56	13
Trend / not measured	26	6
Deferred or cancelled	40	10

The rest of this section summarises our achievements for 2019/20. Further details on projects and performance measures are in the six-monthly *Delivery Program 2017-2021* progress report at <u>www.willoughby.nsw.gov.au</u>

оитсоме 1: A City that is green



Council manages over 330ha of bushland and nearl

20km of harbour foreshore **3,025 participants** in 'Live Well in Willoughby' program



45% of residential waste diverted from landfill



OUR ACHIEVEMENTS

OUR GREEN CITY PLAN 2028

We revised *Our Green City Plan 2028* to align with the Council endorsement of a climate change emergency in October 2019. We started implementing this plan that aims to enhance bushland, reduce greenhouse gas emissions, support sustainable lifestyles and better manage waste.



BIODIVERSITY

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

We adopted our Vegetation Management Policy and Vegetation Management of Willoughby Development Control Plan. The policy and plan aims to protect and maintain our green urban spaces.

We reconstructed bush tracks in the Middle Harbour catchment to make them safer, increase public access and reduce erosion. We also widened bush tracks for safer walking during the pandemic when more people pursued outdoor activities.

PUBLIC LAND

We continue to manage public land under sitespecific plans of management. The *Sportsfields Plan of Management (PoM)* and *Warners Park Plan of Management (PoM)* were adopted this year.

Around 430 street trees were planted during 2019/20.

WATER MANAGEMENT

A total of 125,659 kilolitres of water was consumed by Willoughby City Council in 2019/20. Our water consumption decreased by 1% compared to the previous year and was the lowest for the past five years. This fall is mostly due to the closure of facilities during the COVID-19 pandemic.

Rainwater harvesting and water reuse systems are in use at Mowbray Park, Northbridge Baths, Artarmon Oval and Northbridge Library. A water filtration system at Willoughby Leisure Centre saves one million litres of water and more than \$14,000 a year.

Water consumption outside of the organisation

A total of 9,569,427 kilolitres of water was consumed by the community in 2019/20. This is an increase of 8% on the previous year. This is due to more people working from home during the COVID-19 pandemic as well as the easing of water restrictions imposed in 2018/19.

Willoughby City Council water use

	2015/16	2016/17	2017/18	2018/19	2019/20
Total (kilolitres)	148,404	129,707	145,806	127,480	125,659

Willoughby City Council energy consumption

	2015/16	2016/17	2017/18	2018/19	2019/20
Total (gigajoules)	52,291	50,017	48,255	42,428	41,304





Direct greenhouse gas (ghg) emissions

	2015/16	2016/17	2017/18	2018/19	2019/20
Total (tonnes)	1,282	1,199	1,186	1,067	1,043

Community waste to landfill (tonnes)

	2015/16	2016/17	2017/18	2018/19	2019/20
Total (tonnes)	10,077	17,728	15,608	13,241	17,382

ENERGY USE

A total of 41,304 gigajoules of energy was consumed by our organisation in 2019/20. This is a decrease of 2% on the previous year and reflects the closure of facilities during the COVID-19 pandemic.

Our energy consumption has decreased over 5 years and was lowest in 2019/20.

Energy-saving projects were undertaken at Willoughby City Council buildings, including energy audits and adding hybrid vehicles to our fleet.

Energy consumption outside of the organisation

A total of 565,235 MWh was consumed by the community in 2019/20. This is a decrease of 1% on the previous year.

REDUCING GREENHOUSE GAS EMISSIONS

The amount of direct CO_2 emissions produced by our organisation was 1,043 tonnes in 2019/20 compared to 1,067 tonnes in 2018/19. This reduction is because of the closure of facilities during the COVID-19 pandemic.

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

We have installed rooftop photovoltaic systems (solar) and improved vehicle sustainability by using hybrid and electric vehicles to reduce energy consumption.

The electric vehicle public charging network and procurement of EV library delivery van was expanded during the year.

WASTE REDUCTION

The total weight of waste generated by the community in 2019/20 was 30,443 tonnes compared to 26,922 tonnes in 2018/19. Of this total, 17,382 tonnes was sent to landfill while 45% was diverted to processing and recycling facilities. This is an improvement on the previous year's waste diversion rate of 43%. Waste diversion rates were impacted by the NSW Government's ban on reclaiming organic matter from domestic (red-lidded) waste bins.

The number of illegal dumps reported to Willoughby City Council fell from 456 in 2018/19 to 431 in 2019/20 with the assistance of increased awareness and compliance programs.



LIVE WELL IN WILLOUGHBY PROGRAM

Around 3,025 community members took part in more than 100 events and workshops in 2019/20 as part of the 'Live Well in Willoughby' program. The program engages the local community and involves them in environmental activities to encourage living more sustainably. It focuses on the themes of home and lifestyle, energy efficiency, transport, nature, food and gardens. Participant satisfaction with the program was 94%. During the pandemic when restrictions were placed on public gatherings, the Live Well in Willoughby programs migrated online to ensure continued engagement and greater accessibility. More than 570 people participated in Live Well programs online.

NATURAL AREA MANAGEMENT

Five reserve action plans for the protection and improvement of Willoughby's bushland reserves were developed following community consultation. Reserve action plans for Middle Harbour and Lane Cove River catchments were implemented. This included rehabilitation, revegetation, stormwater management, and pest, plant and animal management actions.

GREEN FLEET

We opt for vehicles with low fuel consumption and, whenever possible, exchanged ordinary vehicles for hybrid and electric vehicles. These actions reduced the greenhouse gas emissions from our fleet by 5% in 2019/20.

RESERVE PLANNING

Three reserve action plans were completed for Burrabu, Castlehaven and Watergate Reserves.

CHALLENGES

- The street lighting improvement program was delayed by Ausgrid due to a fatality in their workforce and a review of safe work method statements.
- We did not meet our service target for street tree maintenance requests. Several storm events during the year, including a once-in-100-year storm in February, led to a greater than usual number of requests relating to street trees.
- The last quarter of this financial year was marked by the pandemic where we had to analyse and implement public health orders, close facilities, redeploy staff and change the way we worked as an organisation while maintaining essential services.

OUR PLANS FOR THE YEAR AHEAD

- Prepare designs for upgrades to Northbridge Baths amenities
- Manage natural areas in Middle Harbour and Lane Cove River catchments
- Install gross pollutant traps in Chatswood CBD, Crick Street Chatswood and Muston Park to improve water quality
- Upgrade water harvesting at The Concourse, Artarmon Reserve and Warners Park
- Develop a Resilience Strategy and Recovery Plans to help council and our community recover from and prepare for the social and economic impacts of the COVID-19 pandemic, extreme weather and other shocks and stresses



оитсоме 2: A City that is connected and inclusive

6,650m²

of footpaths constructed or improved

Council manages 288km of sealed roads

92% of residents feel they have a good to excellent quality of life



37 groups received community grants

5,000m²+

of books, resources and reference material at Chatswood Library

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OUR ACHIEVEMENTS

COMMUNITY WELLBEING SURVEY

We conducted our biannual Community Wellbeing Survey in September 2019 to help understand the community's health and wellbeing needs.

The survey responses indicate that the quality of life in the local area is high, with 92% of residents feeling that they have a good to excellent quality of life. 82% of residents believe that overall quality of life in the local area has remained the same, or improved in recent years.

COMMUNITY EVENTS

Our annual program of events included the Emerge Festival, Australia Day, Lunar New Year Festival and Chatswood Mall Market. While Emerge Festival (September 2019) and Australia Day (January 2020) were great successes, the Lunar New Year celebration 'Year of the Rat' in January/February 2020 was hindered by the early rumblings of the pandemic, heat and storms. Several events and the parade were cancelled and there was low attendance at other events because of concern about the pandemic. By far our largest event of the year, Vivid Sydney at Chatswood, was cancelled because of public health orders. While these were disappointing setbacks, we had to put community safety first. This prompted staff to look at revising events to adapt and innovate.

AUSTRALIA DAY AWARDS

We called for Australia Day Award nominations for four categories. A ceremony to present these awards was held on Australia Day. In 2020, the award winners were:

- Citizen of the Year Tanya Taylor
- Young Citizen of the Year Lora Chen
- Cultural and Community Building Award Penny Lye
- Environmental Citizen of the Year– Don Wilson

LIBRARY SERVICES

The new Willoughby City Library website launched in 2019/20. The site has a fresh modern look with easy navigation and a mobile-friendly design.

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

When public health orders forced all seven libraries to close, staff pulled together fantastic online programs including story time on Facebook, online workshops and courses. Digital loans and online services were still available and staff offered additional phone and email support to library members to ensure they could access audio books, movie streaming services and other online resources. The library offered a 'click and collect' service where members could book items online and collect them from Chatswood Library at a specific time. The library emailed its members with useful links and updates to ensure they could fully access all resources available. When Chatswood Library reopened, strict COVID safe procedures and limited opening hours were in place.

CHILDREN AND YOUNG PEOPLE

We offer a range of services for children including a long day care centre, three vacation care centres, a recreational program, three after school care centres and one before school care centre.

Our partnerships with other councils and service providers are key to providing support services and programs within the community.

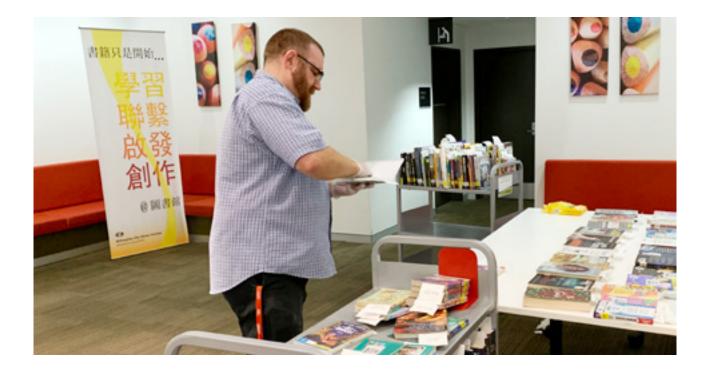
Chatswood Skate Park reopened after a \$215,000 upgrade. New features include a volcano, A-frame and flat rail. The popular bowl feature has been resurfaced. These upgrades followed several rounds of community consultation.

OLDER ADULTS AND PEOPLE WITH DISABILITY

We support older adults and people with disability by providing information, advocacy and referral services, and community facilities.

Willoughby City Council provides a home delivery and self-select library service that delivers products from our libraries. There's also computer assist programs and wellness, education, spiritual and social activities.

The *Disability Inclusion Action Plan 2017–2021* is being implemented The plan aims to create an inclusive and accessible city. Key achievements in 2019/20 were:



- A new on-screen 'text to speech' reader, making all documents on our website accessible and available in an alternative format
- A review of all bus stops in our area to determine the works needed at each stop to meet disability standards for accessible public transport
- A new dedicated web page for accessible parks and playgrounds.

MULTICULTURAL SERVICES AND PROGRAMS

Our area is home to residents from a variety of cultures and backgrounds. Our multicultural services unit provides a range of programs that cater to the needs of our diverse communities.

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

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

Willoughby City Library offers resources in several languages. We also provide a range of brochures in community languages. We have partnerships with Chinese language media outlets to promote our key festivals and events. The new library and council websites launched this year feature Google translate. We support the Aboriginal Heritage Office, which monitors Aboriginal sites and ensures their preservation. The office also works to develop a deeper understanding of the culture of the Aboriginal people.

VISUAL ARTS

The draft Public Art Policy 2020 reflects and supports present day thinking in the integration and delivery of public art. It helps Council to manage issues relating to public art in the most efficient and effective way and apply consistency, fairness and integrity in its decisionmaking process. The policy will be considered by Council in 2020/21.

Exhibitions on our local visual arts calendar included:

- 'Flower and Vessel', an exhibition of decorative porcelain and traditional Japanese ikebana
- 'Flora: The Art and Science of the Plant', an exhibition of botanical art and illustration by members of the Botanical Art Society of Australia
- 'Home Grown: The Tenacious Realm', an exhibition on the theme of resilience and community.





WILLOUGHBY SYMPHONY ORCHESTRA

The start of the year saw a fantastic line up and another outstanding year for the Symphony. Audiences were treated to Tomasi's trumpet concerto, piano by Tony Lee, Canadian violinist Alexandre Da Costa and an uplifting Christmas concert. After the February 2020 'Gala' concert, the remainder of the 2020 concerts were cancelled during the pandemic, but the spirit of classical music lived on. Willoughby Symphony Orchestra musicians recorded their performances at home and we published an online piece every Friday to keep audiences engaged. The 'Spoonful of Sugar' performance was the most popular, reaching more than 35,000 people.

The Willoughby Symphony Facebook page, started in February 2020, continues to attract classical music lovers.

The Willoughby Symphony also topped charts on iTunes. The Symphony put on a special performance with Pakistani-Australian singer-songwriter Mahmood Khan. Since then, Mahmood has debuted the album 'Mahmood Khan with Willoughby Symphony Orchestra' on iTunes and the response was jaw-dropping. The album made number 1 in the USA, UK, France, Australia, and top ten in Poland.

COMMUNITY GRANTS FINDER

The Willoughby City Grant Finder was launched partnering with Grant Guru – Australia's most comprehensive database of government and non-government grants.

This custom search tool makes it easier for our local businesses and community groups to find and compare grants. Users can also register for alerts on relevant programs, helping them plan their funding applications. See <u>willoughby.grantguru.com.au</u>

WILLOUGHBY INTEGRATED TRANSPORT STRATEGY 2036

The <u>Willoughby Integrated Transport Strategy 2036</u> which guides how we plan for, operate and develop our transport systems into the future, was finalised. It aims to support active transport options and support a vibrant sustainable and liveable City.

A variety of transport projects were developed. They are designed to create a more people-friendly environment and reduce our area's carbon footprint. Programs include strategies to improve safety for pedestrians and road users and to increase access to public transport.

We work with all levels of government to promote sustainable transport and advocate for improved public transport services around our local government area.

BIKE PLAN

Our work on implementing the <u>Bike Plan 2017</u> continued. The plan guides the provision of cycling infrastructure and facilities throughout our local area. During the year, we prepared a design for the Pacific Highway, Chatswood to St Leonards shared path. This involved innovative community consultation including online webinars, videos to visually demonstrate the proposed plans and surveys and a map to mark participant feedback. About 45 people participated in the webinar and 360 people watched the video on our YouTube channel.

ROADS AND FOOTPATHS

During 2019/20, 57,000m² of road was resheeted and 6,650m² of footpaths were constructed or improved. This included road resurfacing on Mowbray Road from Holland Street, Chatswood to Penshurst Street, Willoughby. This was funded by the State government and Willoughby Council.

PROVIDING PARKING

Vehicle parking is at a premium in the Willoughby local area. We enforce parking regulations seven days a week and provide after-hours patrols. This helps ensure public safety, turnover for businesses and tradespeople, access for more people, and better use of our streets.

In March 2020 Council resolved the waiving of licences, fees and charges for all registered businesses as part of Council's Plan to manage the impacts of COVID-19. This included relaxing enforcement of time limited parking and ticket parking across the city. Staff at Royal North Shore Hospital were permitted to park at Gore Hill carpark and staff at the NSW Ministry of Health were afforded parking exemptions in Naremburn and St Leonards.

A 'Smart City Pilot' concept for parking solutions was investigated and grant application was successful. We have prepared a scope for work and intend to work with I.Move and UNSW to finalise by March 2021. This will enhance the vibrancy of the CBD and reduce traffic congestion.

Delivery of the final year's work for the Willoughby LGA Street Parking Strategy & Ward Action Plans was completed.

LOCAL AREA TRAFFIC MANAGEMENT

Traffic management devices were installed including:

- Victoria Avenue and Bertram Street, Chatswood

 pedestrian safety treatment
- Herbert Street and Ella Street, Artarmon

 pedestrian safety refuge upgrade
- Victoria Avenue and Stanley Street, Chatswood – pedestrian crossing upgrade.

Traffic safety improvements at the intersection of Edinburgh Road and Linden Way, Castlecrag were completed.

A road safety audit for Archer Street, Chatswood between Boundary Street and Mowbray Road was completed.

A concept design for slow points in Alleyne Street, Chatswood between Victoria Avenue and Mann Street was completed.

COMMUNITY TRANSPORT

The Loop Service operated throughout the year. The Loop is a free community bus service funded by Willoughby City Council to popular destinations in the local area. The bus service continued to operate and provide access for community members to services during COVID-19.







CHALLENGES

- The Chatswood CBD congestion mitigation/street parking management study and Chatswood CBD transport demand plan were delayed pending completion of consultation with Transport for NSW. The projects will continue in 2020/21
- A design to modify the traffic control signals at Victoria Avenue and Anderson Street, Chatswood was delayed. We have received in-principle agreement from Transport for NSW. A detailed traffic signal design will be commissioned in 2020/21
- A design for a bicycle route linking Castle Cove Peninsula to High Street, Chatswood was delayed due to high community and stakeholder interest. The community engagement period was extended to August 2020
- The number of new volunteers we recruited, volunteer hours and audience attendance figures at Willoughby Symphony events did not meet targets due to COVID-19 public health restrictions

OUR PLANS FOR THE YEAR AHEAD

- Provide an annual calendar of events and cultural activities
- Prepare a detailed design for the construction of a shared path along the Pacific Highway between Mowbray Road, Chatswood and Herbert Street, St Leonards
- Continue a program of traffic works and upgrades to roads, bike paths and footpaths across the Willoughby area and traffic and parking strategies to manage traffic congestion
- Complete Bridge repair works at North Arm Reserve, Middle Cove
- Complete the Chatswood CBD congestion mitigation/ street parking management study
- Complete the Chatswood CBD transport demand plan
- Commission design to modify the traffic control signals at Victoria Avenue and Anderson Street, Chatswood
- Prepare design for a bicycle route linking Castle Cove Peninsula to High Street, Chatswood
- Undertake bicycle logos and wayfinding program works
- Conduct audits of bicycle and pedestrian networks
- Prepare design for shared path on the Pacific Highway from Chatswood to Roseville



оитсоме з: A City that is liveable













OUR ACHIEVEMENTS

MANAGING GROWTH AND DEVELOPMENT

The *Local Strategic Planning Statement* guides the growth of our area. It was adopted after extensive community consultation. The planning priorities in the strategy will inform the review of our *Willoughby Local Environmental Plan 2012*, which determines how and where development can occur.

We also engaged with the community on planning strategies for affordable housing, local centres and industrial lands.

LANEWAY ACTIVATION PROGRAM

Our Laneway Activation Program also called Chatswood CBD Changing Lanes aims to transform existing service lanes within the Chatswood CBD to become pedestrian friendly active spaces and places.

The service lanes comprising Mills Lane, Charlotte Lane Post Office Lane and Spring Place will have a 'threshold treatment' to promote pedestrian amenity. Each laneway will have speed limits set at 10km/hr and limit vehicle size, parking/loading and access.

Future treatment will include high quality paving, lighting and art to promote and support laneway activation through increased pedestrian welfare and amenity, business activity such as through building access, active frontage and potentially outdoor dining opportunities.

During the year we undertook traffic studies, stakeholder engagement, discussions with Roads and Maritime services and preliminary engineering design and costing for each laneway.

OPEN SPACE

Council manages over 400 hectares of open space including 22 sportsgrounds, over 100 parks and reserves and 47 playgrounds.

We continued our programs to upgrade parks and playgrounds. These included: Artarmon Oval, Artarmon Parklands, Beauchamp Park, Chatswood Park, Day Street Reserve, Gorman Street Reserve, Jersey Road Reserve and Kids' Cottage, Mowbray Public School Oval, Muston Park, Warners Park, Willis Futsal tennis courts and Willoughby Park.

GORE HILL INDOOR SPORTS CENTRE

An internal Project Manager and a Business Case consultant were appointed with the development option analysis and initial stakeholder consultation complete. Business case completion and adoption, followed by design development, will occur in 2020/21.

NORTHBRIDGE BOWLING CLUB REFURBISHMENT

Construction of the upgrade for Northbridge Bowling Club commenced. It is scheduled for completion in late 2020.

THOMSON PARK AMENITIES BUILDING

Construction commenced on Thomson Park amenities building with completion in September 2020.

CHATSWOOD ROTARY ATHLETIC FIELD

Chatswood Rotary Athletic Field floodlights renewal was completed leaving an old light tower in place as prior nesting site for White Breasted Sea Eagles.

MOWBRAY PUBLIC SCHOOL

Drainage, irrigation, oval surface, centre wicket and practice nets renewal at Mowbray Public School were completed.

THE CONCOURSE CLADDING REPLACEMENT

Council resolved to reject and re-negotiate the original tender. The contractor is now appointed and cladding replacement will commence in early 2021 following successful negotiations which increased value for money, reduced risks and the complexity of the method to be used.

DEVELOPMENT CONTROL PLAN

We updated our development control plan. It included amendments to improve design and construction of developments to create energy efficient and environmentally sustainable buildings and to allow a concession that does not require on-site detention or installation of a rainwater tank for minor developments.



WILLOUGHBY LEISURE CENTRE

We finalised designs for a new pool hall for Willoughby Leisure Centre including a new lap pool, sauna and learnto-swim facility. A webinar was used to explain the project and seek feedback. A total of 226,846 visits were made to the centre in 2019/20.

PROCESSING OF DEVELOPMENT APPLICATIONS (DAs)

We operate a comprehensive building and development approval service that assesses all applications to build, demolish or develop properties. The service also ensures that all development within the local government area is allowable within the context of the local environmental plan.

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

A total of 554 Development Applications (including modification applications) for Willoughby LGA were determined in the 2019/20 financial year with the determining authority being:

- Staff under delegation 498
- Willoughby Local Planning Panel 48
- Sydney North Planning Panel 6
- Court 2

The Willoughby Local Planning Panel was moved online as a result of COVID-19, to ensure applications could continue to be assessed and approved.

Other improvements to DA processing included:

- Key word search engine and frequently asked questions were added to our new website in the form of simplified process flowcharts and diagrams resulting in improved customer experience
- New checklists and template reporting
- Milestones for assessment staff and Team Leader to monitor DA progress
- Expanding standard conditions minimising need for separate referral

AFFORDABLE HOUSING

Our 35 residential units provide reduced cost housing for people on low to moderate incomes who work in essential services including child care, emergency services, health, education, public transport, retail and hospitality.

We prepared a draft Affordable Housing Strategy 2020 outlining our vision for affordable housing within the City. The strategy was developed following a review of Council's affordable housing program and assets.

We continue to review our capacity for further housing projects by identifying suitable new sites. We were also one of the first councils to have provisions for affordable housing in our development control plan.

WILLOUGHBY'S BUILT HERITAGE

We protect and manage environmental heritage in the city. We do this by identifying and listing heritage items and heritage conservation areas, and using planning controls to protect individual items and heritage conservation areas. This ensures the design of new development is consistent with the significance and character of the individual item or heritage conservation area. Added to our heritage list this year is a property at 9 Centennial Avenue, Chatswood.

CAPITAL WORKS PROJECTS

In 2019/20, we invested \$20.5 million on capital works. Among the most significant works were:

- Building refurbishment and acquisition \$2.2m
- Stormwater drainage replacement and construction \$3.1m
- Road replacement and construction \$3.8m
- Footpath replacement and construction \$2.0m
- Open Space and recreational assets \$4.6m
- Land acquisition and improvements \$0.3m
- Plant and equipment replacement \$1.1m
- Replacement and construction of other assets \$0.8m
- Capital Works in Progress at year end \$2.6m





CHALLENGES

- An upgrade to outdoor space at Devonshire Street Children's Centre was delayed due to issues with design. The project is now expected to be completed in 2020/21
- A project to replace roofing on the Devonshire Street Cottages was put on hold due to a lack of available roofers after recent storm and bushfire disasters. The project is now expected to be completed in 2020/21
- The design for stage two of multisport facility at Gore Hill Park was delayed as community engagement was put on hold due to the COVID-19 pandemic. The project is now expected to be completed in 2020/21
- Construction of new sport amenities at Thomson Park was delayed due to inclement weather impacting the site works
- Use of Chatswood Library, Willoughby Leisure Centre, community facilities, Joe Ciantar Studio and art exhibition spaces did not meet targets as they were closed due to COVID-19 restrictions from April to June 2020

OUR PLANS FOR THE YEAR AHEAD

- Complete a design for stage two of a multisport facility at Gore Hill Park
- Renew drainage and irrigation and replace the playing surface at Willoughby Oval
- Provide updates and new equipment for Naremburn Park Playground
- Continue a program of open space improvements including upgrades to parks and playgrounds, oval irrigation and drainage and sports lighting to promote physical activity and health
- Prepare designs for affordable housing at Abbot Road, Artarmon and Barton Road, Artarmon
- Develop a Recovery Plan for the community to help council and our community recover from the social and economic impacts of the COVID-19 pandemic, extreme weather and other shocks and stresses
- Roll 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
- Complete condition audits for our assets and model optimal renewal schedules



OUTCOME 4: A City that is prosperous and vibrant

\$11.51B Gross Regional Product

26 businesses took part in the Better Business Partnership

562 commercial tenants, community groups, small businesses and sporting groups supported by business support plan

74,049 jobs in the local government area

12,908 businesses in local government area



\$1.66M

business support plan which resulted in

\$2.3M

of benefit being provided after also taking into account the state government requirements for support

Chatswood is one of the biggest retail centres in Australia with



Chatswood Mall has a pedestrian flow of over 50 million people a year.





OUR ACHIEVEMENTS

PUBLIC DOMAIN IMPROVEMENT PROGRAM

Penshurst Street

We continued our public domain improvement program, upgrading public spaces in Willoughby at Penshurst Street, Mowbray Road and Oakville Road; and Penshurst Street -Mowbray Road to Laurel Street. The value of these works was \$600,000.

Artarmon Local Centre, Wilkes Ave

Community consultation and the design for the upgrade of Wilkes Avenue was completed and the construction tender awarded. Work is scheduled to commence in November 2020. The total value of the works is in the order of \$1.0M.

Hampden Road

Consultants were appointed for the Hampden Road and Town Centre upgrade. The Draft Masterplan was prepared and community consultation undertaken.

Sailor Bay Rd/Strathallen Road, Northbridge

A design excellence consultation workshop was completed and consultants appointed to develop the Masterplan. Construction documentation for the upgrade of Woonona Road was completed. Construction will be delivered in late 2020.

Woonona Road/Sailors Bay Road

Construction documentation for the upgrade of Woonona Road neighborhood centre was completed. Construction will be delivered in November 2020 with a value of \$230,000.

The Concourse

Stage 2 expansion of CCTV coverage at The Concourse was completed.

EASY TO DO BUSINESS PROGRAM

We partnered with Service NSW as part of the Easy to do Business program. The program makes opening or expanding a small business easier by tackling the time, complexity and duplication issues that many business owners face. 38 businesses including cafes, restaurants and tradespeople have been assisted through the program. Through a single online portal, businesses receive stepby-step guidance and support, to open and grow their business. Previously, starting up café, restaurant or small bar took up to 18 months. The process was complex and required dealing with up to 13 agencies, 75 regulations, 30 phone numbers and 48 forms. Customers in Willoughby can now open a café, restaurant, or small bar in 90 days or less by filling in one online form or making one phone call.

BETTER BUSINESS PARTNERSHIP

We provided the Better Business Partnership in a joint initiative with North Sydney and Ku-Ring-Gai Councils – a free sustainable business program supported by NSW Environment Protection Authority. The partnership works with businesses to improve their environmental performance and save money through reduced energy, water and waste bills. It recognises their actions through Better Business Awards. 26 businesses took part in the program in 2019/20.



BUSINESS SUPPORT

We provided \$2.3 million in fee and rental relief to businesses, community and sporting groups since March to help support the community through the pandemic. About 400 registered food businesses and health and beauty premises benefitted from this form of financial relief.

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

CHATSWOOD AS A DESTINATION

We marketed Chatswood as a destination, supported by the Chatswood CBD marketing plan and The Concourse business plan. The Visit Chatswood website is a channel for tourism in Chatswood and will be renewed along with the roll out of our other websites.

CHALLENGES

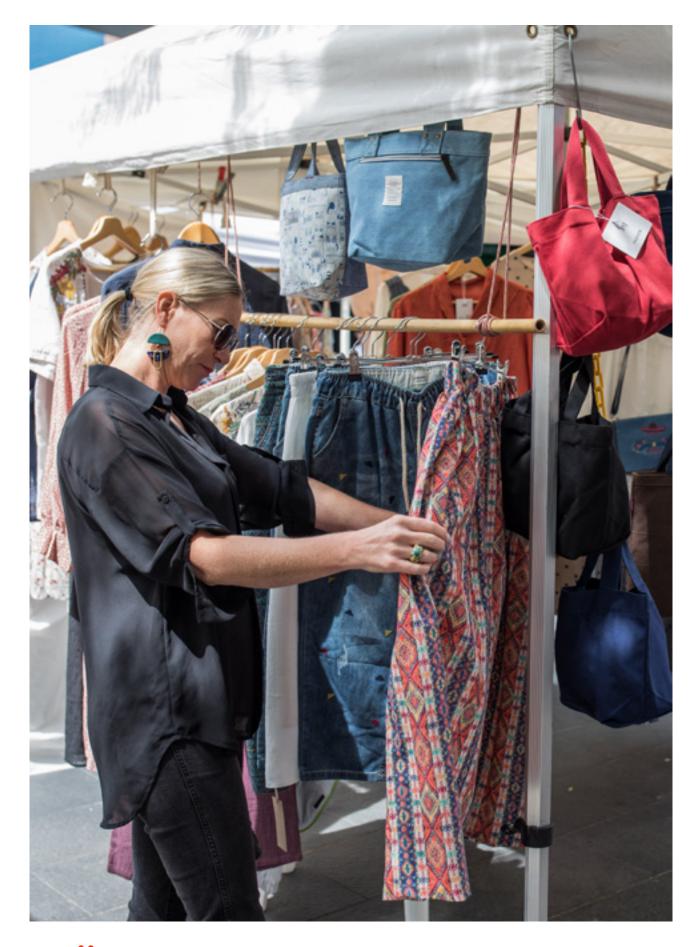
- Use of our childcare places did not meet target. Before school care numbers fell significantly when the COVID-19 pandemic was declared
- The Chatswood Mall Market stall hire rate did not reach target. Social distancing restrictions during the pandemic led to a reduction in the number of stall holders

OUR PLANS FOR THE YEAR AHEAD

- Finalise the precinct and visitation strategy for The Concourse
- Refresh the public domain and streetscape around shopping precincts including Hampden Road, Artarmon
- Develop and implement a Business Recovery Plan







OUTCOME 5: A City that is effective and accountable



26% increase in social media followers

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projects and capital works delivered

67,553 Help & Service calls received

700+ service requests as a result of storms responded to

56,600 visits to Have Your Say website

1,600

People engaged and consulted



OUR ACHIEVEMENTS

RESPONDING TO THE PANDEMIC

The most urgent, and potentially the most significant compliance and policy matters related to the Public Health Orders associated with the COVID-19 pandemic. In March alone, we responded to more than 15 orders and directives while continuing to adapt, learn and update our processes and plans in the face of disrupted supply chains.

We met the requirements of the Public Health Orders very quickly. Our Crisis Management Team was activated and met daily through the peak period, informed decision making and recorded lessons learned. We have rewritten our Business Continuity Plans and our Pandemic Plan to capture these learnings.

We offered a \$1.66 million business support plan which resulted in \$2.3 million of benefit being provided after also taking into account the state government requirements for support (\$740k). More than 550 tenants, sporting clubs, community groups and businesses have been supported by the plan.

From March - October 2020:

- 7 tenants of Council owned premises received \$583,000 in rent relief under the Business Support Plan and another 12 tenants received \$740,000 in council rent relief as required under the state government COVID regulations.
- 42 sporting club and community groups had \$501,000 of their fees for sports grounds and facilities refunded or not charged
- Around 400 businesses had their environmental health inspection fees waived, saving businesses \$114,000
- All footway dining and advertising fees were waived, benefiting 63 food and beverage outlets, valued at \$114,000
- 38 Chatswood Mall Market stallholders received a 50% discount on stall fees, valued at \$196,000.
- Discretionary infringement compliance officers used their discretion for infringements that did not impact on health and safety (eg parking)

More than 30 council programs, events and workshops were moved online. We built on our community safety role by working with local businesses that needed support to comply with COVID-19 public health orders. Council participated via a virtual platform at its meetings in response to social distancing requirements. The move allowed Council meetings to continue without disruption to the council meeting schedule.

We also made changes to our cleaning processes to ensure we take every practical precaution to maintain a safe and hygienic environment for staff and our community.

We successfully implemented our business continuity plan, convened our crisis management team and working from home arrangements.

These were just a few of the ways we responded to the COVID-19 pandemic.

RESPONDING TO EXTREME WEATHER EVENTS

We responded to over 700 requests for assistance resulting from a number of storms over summer. The majority of requests were for the removal of fallen trees and branches.

The storm triage system has further captured learnings from those emergency events over summer with a live dashboard that has been created in-house to assist with customer queries and progress tracking of responses.



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STAKEHOLDER ENGAGEMENT AND CONSULTATION

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

All our community engagement is guided by our community engagement strategy. The strategy outlines how we inform, consult, involve, collaborate and empower the community. This ranges from simple information sharing to formal public consultation periods and public meetings, surveys, and online forums and discussions.

This year we engaged with the community on 65 projects including Willoughby Leisure Centre pool upgrade, affordable housing strategy, the Willoughby Integrated Transport Strategy 2036, Willoughby community participation plan, Wilkes Avenue Streetscape upgrade, Artarmon Parklands Pavilion development, Artarmon Local Centre upgrades, SES Facility expansion, Northbridge Local Centre Co-Design, Griffin Incinerator refurbishment, the industrial lands strategy, sports facilities draft plan of management, Northbridge public domain upgrade and a number of bicycle improvement plans.

Our Have Your Say website received 56,600 visits from people seeking information about a range of projects with more than 1,600 people giving their feedback. We have a database of nearly 7,000 registered participants. If you would like to be involved in this decision making, register at <u>haveyoursaywilloughby.com.au</u>

COMMUNITY INFORMATION SEMINARS

We introduced information seminars, providing the community with a forum to hear about significant issues and projects and ask questions. Chaired by the Mayor, the seminars feature topics presented by experts from Willoughby City Council, the State government and other agencies. Topics included Resilient Sydney program, the Sydney Metro, the NSW planning system, and the Easy to do Business program from Service NSW. The seminar on Council's response to the impacts of COVID-19 was presented online. Videos of these presentations are at *willoughby.nsw.gov.au*

HELP AND SERVICES CENTRE

Our Help and Services Centre continued to provide customers with information on our services. In 2019/20, 67,553 calls were processed by the centre. 80% of customer phone enquiries were answered at the first point of call.

CUSTOMER EXPERIENCE

We developed our customer experience strategy to improve the experience for customers interacting with us.

Surveys show our customer experience is improving. In 2019/20 the mystery calling program customer satisfaction index increased by 32 points.

We piloted the use of robotics process automation for customer service requests. The pilot has generated operational efficiencies as well as improved customer experience. It won the Service Delivery Initiative award at the 2020 NSW Local Government Excellence Awards run by LG Professionals.

GRANTS PROGRAM

Our annual small grants program supports community groups and not-for-profit organisations to deliver services, programs, special events and other activities. During 2019/20, the program allocated \$120,770 to 37 community organisations.

ACHIEVING GREATER EFFICIENCIES

Identifying and making improvements to our processes enables us to improve efficiency and customer service. Business improvements this year included launching E-planning portal for referral and receipt of comments from State Government agencies for development applications, going cashless, a review of our customer service request processes, a review of our library service delivery model, a review of our recruitment process and improvements to the digitisation of our records. Benefits include increased turnaround times in service delivery.

ENHANCING TECHNOLOGY INFRASTRUCTURE

During the year we prepared for a replacement of our corporate IT system. The new system will be a contemporary solution that is fully integrated. The system will be rolled out over three years and will enhance customer experience, improve our business intelligence and deliver operational efficiency by providing automated business processes and end to end workflows. We also launched our new website to improve how we provide services and information.

ASSET MANAGEMENT, RENEWAL AND MAINTENANCE

We manage and maintain infrastructure assets in the local government area. This includes roads, footpaths, kerbs and stormwater drainage systems and bridges and fences.

One of the most significant challenges we continue to face is the coordination of our infrastructure assets and how they are effectively managed for their full lifespan. The timely renewal of assets minimises the ongoing cost of maintaining significant levels of infrastructure.

A 10-year asset management plan is being implemented to address this. It will help us ensure our assets are renewed over the long term in the most cost-effective way. In 2019/20 we completed condition audits for our assets and developed model optimal renewal schedules.

In 2019/20 Council adopted the updated asset management framework which includes:

- Asset Management Policy, Asset Custodianship Policy and Asset Disposal Policy;
- Asset Management Strategy 2020-2029;
- Asset Management Improvement Plan 2020 and
- asset management plans for buildings; parks; playgrounds; sports grounds; roads; bridges; stormwater; kerb & gutter; footpaths.

The Asset Management Framework, increased resources and improved corporate systems will help us to continuously meet infrastructure asset ratios such as renewals, maintenance and, backlog, for the long term.

ADVOCACY

We made submissions to the NSW Government on the Western Harbour Tunnel and Warringah Freeway upgrade and upgrades to Chatswood Public School and Chatswood High School.

We also made a successful submission to the Local Government Remuneration Tribunal to change our categorisation for the City from the Small to Medium Council category given the significant contribution Willoughby City Council makes to the State economy.

We also made submissions to IPART on local government election costs, the rating system, and reporting and compliance burdens on local government. We also made submissions to the Office of Local Government on impacts of COVID-19, gifts and benefits, Audit Risk and Improvement Committee remuneration, councillor superannuation.

Advocacy was also undertaken with a focus on:

- local government representation on National Cabinet
- Seniors living housing
- Bushfire support
- Renewing our libraries
- Infrastructure contributions reform.

CHALLENGES

- An employment branding project was delayed as the supplier was adversely impacted by COVID-19. The project is now expected to be completed in 2020/21
- The provision of mobile devices for assessment staff in the field was delayed due to issues with supply due to the COVID-19 pandemic
- Calls to customer service centre answered within service levels were impacted by major interruptions to service including the COVID-19 pandemic and several storm events

OUR PLANS FOR THE YEAR AHEAD

- Our budget for 2020/21 provides for a deficit of \$3M before capital revenue and a surplus of \$0.5M when capital revenue is accounted for
- Rollout year two of our new corporate IT systems, a three year program with a focus on asset management and contracts
- Conduct a community perception survey
- Develop and implement our employment brand to help attract, recruit and retain staff
- Support preparations for the 2021 local government elections and induction of the new Council



CORPORATE GOVERNANCE

Our Councillors



BACK ROW L-R: Clr Stuart Coppock (Naremburn Ward), Deputy Mayor 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)

Mayor Gail Giles-Gidney

9777 1001 gail.giles-gidney@willoughby.nsw.gov.au

Middle Harbour Ward

Wendy Norton 9417 1984 0409 835 403 wendy.norton@willoughby.nsw.gov.au

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

Judith Rutherford AM 9417 2585 0419 293 302 judith.rutherford@willoughby.nsw.gov.au

Naremburn Ward

Stuart Coppock 0428 440 629 stuart.coppock@willoughby.nsw.gov.au

Christine Tuon 0490 849 062 christine.tuon@willoughby.nsw.gov.au

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

Sailors Bay Ward

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

Denis Fernandez 0409 225 381 denis.fernandez@willoughby.nsw.gov.au

Brendon Zhu 0490 875 844 brendon.zhu@willoughby.nsw.gov.au

West Ward

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

Tony Mustaca OAM 9412 2692 tony.mustaca@willoughby.nsw.gov.au

Lynne Saville 9412 1846 0402 395 165 lynne.saville@willoughby.nsw.gov.au

The role of our elected council

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

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Decision making

COUNCIL MEETINGS

Our formal decision making processes are conducted through council meetings. A large number of business matters covering a wide range of issues are discussed. Meetings are held in line with our 2019 code of meeting practice.

COUNCIL MEETING ATTENDANCE

The elected Council met a total of 13 times during the year. Attendance at Council meetings from 1 July 2019 to 30 June 2020 is below.

COUNCILLOR	Number of Council Meetings Attended
Gail Giles-Gidney	13
Craig Campbell	12
Stuart Coppock	6
Hugh Eriksson	13
Denis Fernandez	13
Tony Mustaca	8
Wendy Norton	12
Angelo Rozos	11
Judith Rutherford	10
Lynne Saville	12
Christine Tuon	9
Nic Wright	11
Brendon Zhu	13

COUNCILLOR BRIEFINGS

Councillor briefings are held regularly – normally twice a month. These are not decision making meetings but closed informal meetings where councillors have in depth discussion on strategic policy development, new and ongoing projects and other matters.

OUR CODE OF CONDUCT

A code of conduct applies to our councillors and staff. The code provides an overview of the councillors' responsibilities and includes guidelines for rules of conduct, decision making and the use of resources.

ADVISORY COMMITTEES REVIEW

Council operates several advisory committees that provide guidance and advice to Council in a number of areas including cycling, access and sustainability. Council undertook a review of the committees towards making them more effective and function better.





Our Staff

EXECUTIVE LEADERSHIP TEAM



Office of Chief Executive Debra Just



Community Culture and Leisure Melanie Smith



Customer and Corporate Greg McDonald



Planning and Infrastructure Chris Binns

(as at 30 June 2020)



STAFF AND RECRUITMENT

RETAINING AND ATTRACTING HIGH QUALITY EMPLOYEES

Offering opportunities for personal and career development allows us to continuously attract and retain high-quality staff. The number of full-time equivalent permanent staff has increased from 400 to 426. From March, there were significant changes in the way our staff operated. Many staff worked from home. No staff were put on reduced hours, however, because of public health orders, we closed some of our facilities including community centres, the libraries, and Willoughby Leisure Centre. This meant a re-think of the workforce and how we serviced our community. Unfortunately, we no longer had shifts for our casual staff for a period of time. We were one of several councils to sign up The Local Government (COVID-19) Splinter Award 2020, designed to help preserve jobs, and redeploy our permanent staff to other parts of council or other duties.

We provide flexible employment arrangements. The distribution between these employment types is shown below.

Employment type

	2019/20
Full time	330 (77%)
Part time	81 (19%)
Casual	15 (4%)
Total	426

Number of staff

	2015/16	2016/17	2017/18	2018/19	2019/20
Total staff full-time equivalent (FTE)	366	353	369	361	370
Total staff headcount	406	387	401	400	411

CREATING DEVELOPMENT OPPORTUNITIES

We provide access to ongoing learning and development opportunities to build the capacity of our employees. Opportunities include on-the-job training, internal and external workshops, conferences and programs.

WORKFORCE PLANNING

Planning for the needs of our current and future workforce is a major focus for our People and Culture department. Our workforce plan, a component of the resourcing strategy which was reviewed during the year, will ensure we have the right workforce to sustain a high level of service for years to come.

ENSURING EQUITY AND DIVERSITY IN EMPLOYMENT

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

Human resources policies and procedures are consistent with these principles. These principles are the cornerstone of our recruitment, selection and development processes. They are also incorporated into all relevant internal training programs.





SUPPORTING STAFF

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

A Wellness at Work program helps our staff make better lifestyle choices. This program includes fitness classes, mindful leadership, and corporate gym membership rates at Willoughby Leisure Centre.

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

WORKPLACE HEALTH AND SAFETY

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

We strive for early intervention and support when employees are injured to ensure they can remain at work or are given every opportunity for a quick recovery and return to the workplace.

Key achievements in 2019/20 were:

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- Implementation of WHS culture project
- Meeting WHS duties and supporting staff during the COVID-19 pandemic
- A focus on mental health including participating in R U OK?Day

TRAINING AND DEVELOPMENT

The total expenditure on training and development per employee was \$484 and focused on leading during COVID-19 and high performing teams.

EMPLOYEE SURVEY

Council conducts an anonymous employee survey every two years. This assists us to understand employee satisfaction and perceptions of performance, as well as identify opportunities for improvement. We are performing as well or better than the other 52 councils in the survey and showed improvements over the last two years.

EMPLOYEE RELATIONS

There were no industrial disputes in 2019/20.

We signed up to a new workplace agreement that will see staff redeployed or paid a job retention allowance for three months if they are stood down during the coronavirus pandemic. This was only utilised for one employee as all other impacted staff were redeployed; and arrangement which benefitted all parties with meaningful employment and new learning experiences.



Corporate Governance

SETTING STRATEGIC DIRECTION

The community strategic plan outlines the desired outcomes for the Willoughby City community. We track progress towards the overall goals in the plan twice a year. For more information, you can view the six-monthly Delivery Program 2017-2021 progress report at *willoughby.nsw.gov.au*

CORPORATE DIRECTION

New Corporate Direction (Lead Learn Care Share Deliver) was developed from the grass roots up and this is reflected in survey results for Values (up 12%) and Vision (up 14%).

POLICY DEVELOPMENT AND REVIEW

Council policies are public statements formally adopted by Council, which clearly state our requirements in relation to particular matters or issues. The following policies were reviewed or developed in 2019/20:

- Affordable housing
- Complaints management
- Contaminated land
- Design excellence
- Investment policy
- Public art

Policy review resulted in streamlining with more than 15 policies being made redundant.

PLANS AND STRATEGIES

There have been a number of new or amended plans and strategies adopted in 2019/20. These include Affordable Housing Strategy, Community Participation Plan, Industrial Lands Strategy, Willoughby Integrated Transport Strategy 2036, Local Centres Strategy, Housing Strategy, Local Strategic Planning Statement, Resourcing Strategy, Sportsfields Plan of Management (PoM), Strategic Property Strategy, Tennis Court Strategy and Warners Park Plan of Management (PoM).

SERVICES REVIEW

Council conducted a review of a number of its services in 2019/20 including Property Services, Family Day Care and Library Services.

ETHICAL AND RESPONSIBLE DECISION MAKING

HIGH STANDARDS OF CONDUCT

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

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

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

PROTECTING PRIVACY

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

Our privacy management plan outlines how we observe and adhere to privacy legislation and manage personal information held throughout the organisation.

COMPLIANCE MANAGEMENT

The most urgent and potentially the most significant policy matters related to the Public Health Orders associated with the COVID-19 pandemic. In March alone, we responded to more than 15 orders and directives while continuing to adapt, learn and update our processes and plans in the face of disrupted supply chains. We met the requirements of the PHOs very quickly. Our Crisis Management Team was activated and it, as well as our Executive Leadership



Team, met daily through the peak period, informed decision making and recorded lessons learned. We have rewritten our Business Continuity Plans and our Pandemic Plan to capture these learnings.

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

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

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

Staff are provided with regular updates on changes to legislation to ensure compliance. We maintain a legislative compliance register detailing all applicable legislation and use this to monitor compliance.

PROBITY IN PROCUREMENT, CONTRACTS AND TENDERING

The *Local Government Act 1993* requires councils to prepare, approve and comply with a procurement policy. Our procurement policy outlines how to act in a transparent and fair manner when purchasing goods, services and works by Willoughby City Council and dealing with contracts and tendering. We engaged independent probity auditors for the Willoughby Leisure Centre and Gore Hill projects.

IMPACTS OF NEW LEGISLATION

Council monitors updates to new legislation. In March alone there were 15 public health orders and directions to respond to – often in advance of the details or the enabling legislation which lagged behind the announcements.

Changes were made to functions under the Local Government Act 1993, including in relation to council meetings and preparation of integrated planning documents and financial statements. Changes also impacted the planning functions of Council, with changes to the normal development process.

AUDIT AND RISK

AUDIT, RISK AND IMPROVEMENT COMMITTEE

The Audit, Risk and Improvement Committee independently reviews the objectivity and reliability of our financial information, and ensures financial statements are supported by appropriate management sign off on the adequacy of internal controls. The Committee met four times in 2019/20. This included a special meeting to review our annual financial statements. The committee also facilitates sound risk management.

Attendees	Meeting
Mr R Dobbie (Chair); Mr A Hanigan; Mr B Hrnjak, Councillors C Tuon and N Wright	4 March 2020
Mr A Hanigan (A/Chair); Mr B	4 December
Hrnjak, Councillor C Tuon	2019
Mr R Dobbie (Chair); Mr A Hanigan;	22 October
Mr B Hrnjak, Councillor C Tuon	2019
Mr R Dobbie (Chair); Mr A Hanigan;	31 July
Mr B Hrnjak, Clr C Tuon, Clr Norton	2019

INTERNAL AUDIT

The internal audit function brings a systematic, disciplined approach to evaluate and improve organisational systems, processes and reporting. Internal audit activities undertaken during the year included developing an information and records management strategy and providing training on the Complaints Handling Policy and process for identified key staff and new staff.

EXTERNAL AUDIT

A private firm appointed by the audit office annually audits our financial statements. It provides an independent opinion on whether our financial statements are true and fair and comply with Australian accounting standards.

FRAUD AND CORRUPTION PREVENTION

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

We continue to raise awareness of fraud risk and fraud control responsibilities. We do this through:

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- A fraud and corruption prevention training program for staff
- An internal reporting process for the management of public interest disclosures
- Council's Fraud and Corruption Prevention Policy and Fraud and Corruption Prevention Plan
- Risk treatments as appropriate

DISCLOSURE

ACCOUNTABILITY AND TRANSPARENCY

We regularly inform the public on our performance and expenditure of funds through quarterly budget reviews, six-monthly progress reports on the Delivery Program 2017-2021 and the annual report.

OPEN ACCESS INFORMATION

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

PUBLIC INTEREST DISCLOSURES

Our councillors and staff are encouraged to report what they believe to be serious wrongdoings within the organisation. We are required under the *Public Interest Disclosure Act 2013* to collect and report on information about public interest disclosures. No disclosure was made for the period 1 July to 30 June 2020.

Our disclosures coordinator and disclosures officers are responsible for receiving public interest disclosures. Our public interest disclosure policy is at <u>willoughby.nsw.gov.au</u>

FINANCIAL REPORTING AND DISCLOSURE

Council considered a report on financial impacts of COVID-19 including a strategy for managing the COVID-19 pandemic and proposed changes to the Operational Plan 2019/20, based on different budget scenarios. We continue to monitor the financial impact and deliverables.

REGISTERS

There is certain information prescribed in the GIPA Act which is made available on Council's website. This includes the following:

- Register of Delegations
- Register of voting on planning matters (Sec 375A LGA)
- Contracts Register
- Register of Council decisions made against staff recommendations
- Voluntary Planning Agreement Register
- Councillors' Attendance at Council Briefing
- Councillors' Attendance at Council and Committee Meetings
- Register of returns of the interests of councillors, designated persons and delegates

MANAGING GIFTS AND BENEFITS

Councillors and staff may be offered gifts. We manage the response to the offer of gifts and benefits through our code of conduct and by keeping a gifts and benefits register.

RECOGNISING AND MANAGING RISK

Our risk management and internal audit framework was reviewed. The framework aims to combat fraud and corruption and is embedded in our strategic and operational policies and practices.

Risk management activities undertaken in 2019/20 included:

- Pandemic COVID-19 Risk Assessment
- Review of Business Continuity Planning policy and framework
- Project risk assessments for The Concourse remediation program and corporate systems project

We maintain and regularly review our risk registers for key strategic, operational and significant project risks.

FORMAL RISK MANAGEMENT

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

INFORMAL RISK MANAGEMENT

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



OTHER STATUTORY INFORMATION

Other statutory information

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

Overseas visits

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

Mayor and councillor allowances, fees and expenses

Councillors are entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Councillors are also entitled to receive facilities such as a computer and printer for council business purposes, stationery and refreshments at council meetings. Councillors receive an annual allowance set by the remuneration tribunal. This allowance is paid in recognition of the demands placed on councillors in carrying out their civic duties.

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

The allowances and fees are below.

Allowances and fees	Amount (\$)
Mayoral allowance	44,230
Councillors' fees and allowances	263,640
Total	307,870

Councillors incur expenses in the course of fulfilling their roles. Our mayor and councillor facilities and benefits policy provides these benefits:

Councillor expenses	Amount (\$)
Office equipment	0
Communications	14,719
Conference and seminars	7,862
Training and provision of skills development	14,068
Accommodation and other out-of-pocket travelling expenses	3,738
Total	40,387

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



Contracts awarded

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

Contractor	Goods and services supplied	Amount (\$)
Adtrans Hino Pty Ltd	Three Hino Crew Cab 4.5T Truck with aluminium tray	237,993
Australian Postal Corporation	Postage	170,701
Capital Insight Pty Ltd	Gore Hill Indoor Sports Centre Business Case - Principal Consultant Fees	207,260
Court Craft (Aust) Pty Ltd	Design and construction of two Futsal courts and Rebuild of Court 1 at The Willis Sport Centre	369,651
Furnass Landscaping Enterprises Pty Ltd	Willoughby Park Playground Renewal	322,823
Greenshed Pty Ltd	Seasonal Greenkeeping Supplies	155,000
Group GSA Pty Ltd	Head Consultancy - Streetscape Upgrade - Artarmon Local Centre	152,500
Hays Personnel Services (Aust) Pty Ltd	Recruitment services	155,000
Infor Global Solutions (ANZ) Pty Limited	Annual Support and Maintenance	233,724
Matrix Group Co Pty Ltd	Chatswood Oval and Thomson Park New Amenities	1,369,349
Plateau Tree Service Pty Ltd	Tree Maintenance and Storm Clean-up works	410,355
Rees Electrical Pty Limited	Chatswood Rotary Memorial Athletics Field Floodlighting Upgrade	278,000
Suez Recycling & Recovery (NSW) Pty Ltd	Waste Disposal	950,000
The Trustee For Brewster Hjorth Unit Trust	Principal Design Consultant Services for the Major Pool Upgrade at Willoughby Leisure Centre	1,219,000
Treeserve Pty Ltd	Tree Maintenance and Storm Clean-up works	368,305

Legal proceedings and costs

During 2019/20, we incurred legal costs for the legal proceedings below.

Details	Status	Cost (\$)
Land and Environment Court		
Class 5 – Prosecution for unlawful heritage trees removal	Ongoing	13,153
Class 4 – Order no. 3044. DA 2019/22. Unlawful works in	Ongoing	9,760
heritage conservation area		
Class 1 – Appeal - DA 2019/185. LEC 2019/00260878	Ongoing	18,895
Class 1 – DA 2017/484/A, LEC 390194. Determined by	Completed	4,457
Willoughby Local Planning Panel		
Class 1 – DA 2018/185, LEC 2019/50933. Development appeal	Completed –Upheld	54,574
against refusal of 26 room boarding house		
Class 1 – DA2018/189, LEC 2018/391545. Development appeal	Completed	13,263
against refusal of 19 room boarding house		
Class 1 – DA2018/229, Appeal against development control	Ongoing	10,623
order for type/colour of roof tiles used		
Class 4 – Order no. 2742. Proceedings for unauthorised work	Ongoing	2,672

Details	Status	Cost (\$)
Class 1 – DA 2017/240/A – Appeal/Modify Condition to allow the gymnasium to operate 24 hours a day	Ongoing	38,202
Class 4 – Proceedings against non-compliance of swimming pool	Ongoing	1,593
Class 1 – DA 2018/301 – Deemed refusal of new dwelling	Withdrawn	3,379
Class 1 – DA 2018/238 – Extension of trading hours	Completed – Upheld	3,749
Class 1 – DA 2019/101 – Appeal against development consent conditions	Completed – Upheld	5,754
Class 1 – DA 2018/430 – Deemed refusal to alterations and additions for shop top	Ongoing	65,161
Class 1 – DA 2018/191 LEC2018/00243687 – Deemed refusal of boarding house	Completed –Dismissed	73,107
Class 1 – DA 2019/12 LEC2019/112220 – Refusal of 80 place childcare centre	Ongoing	41,983
Total		360,941

Details	Status	Cost (\$)
Local Court		
Breach of disability parking permit	Completed (win)	3,659
Breach of disability parking permit	Completed (win)	8,041
Breaking of conditions of consent	Completed (win)	1,175
Penalty infringement notice	Completed (win)	1,802
Appeal of parking fine	Completed (win)	342
Development not according to consent	Completed (win)	1,467
URM Environmental Services	Completed (win)	3,080
Parking at disabled area – absence of disabled parking permit	Completed (win)	1,907
Illegal parking – Lamio Building	Completed (win)	3,053
Failure to remove or demolish building contrary to order	Completed (win)	3,855
Vehicle's laden mass exceeding limit	Completed (withdrawn)	1,118
Penalty notice – off-leash dog	Completed (win)	2,817
Disability parking permit abuse	Completed (win)	5,565
Companion animals control order	Ongoing	5,237
Breach of heavy vehicle	Ongoing	2,130
Pollution of waters	Completed (win)	1,932
Total	I	47,180



Details	Status	Cost (\$)
Miscellaneous		
Account keeping fee	Completed	886
Company search	Completed	1,610
Total		2,496

Details	Status	Cost (\$)
Legal advice		
Compliance with clause 26 of state environmental planning policy (SEPP)	Completed	1,967
Referred commencement of condition on stormwater easement	Completed	12,597
Council functions – permits under SEPP vegetation in non- rural areas	Completed	1,787
Allocations of S94 contributions	Completed	4,800
Compliance with Swimming Pools Act	Completed	4,089
Deed of air space lease	Completed	1,582
Right of way – Chandos Street	Completed	918
Voluntary planning agreement	Completed	9,431
Non-compliance of swimming pool	Completed	672
Gateway review procedure – planning proposal	Completed	434
Right of way – Victoria Ave	Completed	1,820
Group Home – Deepwater Road	Completed	1,111
Enforcement advice on roof tiles	Ongoing	1,868
Planning agreement for Channel Nine site	Ongoing	5,489
Unauthorised work and unlawful use of property	Ongoing	617
Total		48,563

During 2019/20, legal cost recovery was \$82,164.

Works carried out on private land

In 2019/20, no works on private land were undertaken under Section 67 of the Local Government Act 1993.

Partnerships, cooperatives and joint ventures

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

Program	Description
Aboriginal Heritage Program	Joint venture between Lane Cove, North Sydney, Ku-ring- gai, Strathfield, Northern Beaches, and Willoughby councils, and the Department of the Environment and NSW Heritage Office to effectively manage and preserve Aboriginal heritage sites across the participating government areas.



Program	Description
Civic Place Trust	The trust is a public fund that holds donations and bequests and assists in the maintenance and operation of facilities in The Concourse in Civic Place.
Civic Risk Mutual Insurance Pool	A cooperative of a number of councils with the objective of minimising the insurance premiums payable by member councils and sharing risk strategies.
Dougherty Apartments Retirement Housing Project	A Company Limited by Guarantee, membership comprising Willoughby City Council and NSW Department of Housing. The Apartments, at No 1 Victor Street, Chatswood, is a 168 bed aged care facility that provides a mixture of accommodation with residential care rooms, a dementia wing and retirement units.
Harvesting of Treated Water from Lane Cove Tunnel Lane Cove West	Memorandum of understanding between Willoughby City Council and Connector Motorways P/L to clarify access to the treated groundwater from Lane Cove Tunnel for use in the water harvesting project at Mowbray Park.
North West Metropolitan Region Emergency Management Committee	This committee manages the arrangements for the prevention of, preparation for, response to, and recovery from emergency situations in the North West Emergency Management Region of Sydney.
Northern Sydney Councils Waste Services Alliance	A waste processing and disposal participation agreement between Willoughby, North Sydney, Ku-ring-gai, Lane Cove, Hunters Hill and Ryde councils, setting out how the councils will make decisions about the procurement and management of a joint municipal solid waste processing and disposal contract.
Northern Sydney Regional Organisation of Councils	An organisation representing issues in local government for the Greater Sydney region. Local Government members include Willoughby, Hornsby, Hunter's Hill, Ku- ring-gai, Lane Cove, Mosman, North Sydney and Ryde.
StateCover	StateCover is a company providing workers' compensation insurance cover to the NSW local government industry and specifically councils. We are a member of StateCover Mutual Limited and hold a partly paid share in the entity.
Sydney Coastal Councils Group	The group comprises nine councils. It promotes coordination on environmental issues and sustainable management of the urban coastal environment.
Willoughby/Lane Cove Family Day Care	Joint scheme to assist home-based child care operators. This service provides additional home care for children outside the child care services supplied by Council.
Willoughby/Lane Cove Local Emergency Committee	This committee is responsible for the preparation, response and recovery for emergencies which require a significant and coordinated response at the local level. It operates under the provisions of the <i>State</i> <i>Emergency and Rescue Management Act, 1993</i> .



Functions delegated to external bodies

We did not delegate functions to any external bodies during 2019/20.

Controlling interest in companies

We have no controlling interests in any companies.

Senior staff remuneration

The total amount of money payable in respect to the employment of senior staff, including money payable for salary, the provision of fringe benefits, and for all other costs associated with their employment, was \$1,224,541.

The total remuneration packages for our senior staff for 1 July 2019 to 30 June 2020 was:

Position	Total remuneration (\$)
Chief Executive Officer	391,565
Senior Staff	832,976
Total	1,224,541

Stormwater management

We levied an annual charge for stormwater management services yielding \$693,000.

Coastal protection services

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

Fisheries Management Act 1994 and Threatened Species Conservation Act 1995

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

Companion animal management

Our rangers work with the community to protect residents, their pets and the natural environment by enforcing companion animal laws.

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

During 2019/20, we received 36 reports of alleged dog attacks. As required, all dog attacks were reported to the Office of Local Government within 72 hours of being reported to us. Only dog attacks reported to us are included in this figure.



We conduct companion animal community education programs. This includes providing brochures on the responsibilities of pet ownerships to owners of newly registered animals. These are available from our website and Help and Services Centre. We also provide dog litter disposal bags in selected unleashed dog exercise areas. 14 of our parks are off-leash areas for the exercise of dogs. Our rangers do regular patrols of public places to ensure compliance with the Act.

We spent around \$30,081 on companion animal activities this year.

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

Competition policy

The principle of competitive neutrality requires that government businesses, including those significant business functions operated by local government, operate without net competitive advantages over the private sector as a result of their public ownership.

The functions below were categorised as business activities where the principles of competitive neutrality apply.

Name	Description of activity
The Concourse Retail	The Concourse Precinct includes the Chatswood Library, a Concert Hall, Theatre, Art Space, Urban Screen, restaurants, cafés and other entertainment and parking facilities.
Willoughby Leisure Centre	Willoughby Leisure Centre includes a public swimming pool, gymnasium, indoor sports hall and other associated facilities.

Category 1

Category 2

Turnover of less than \$2m per annum

Name	Description of activity
Devonshire Street Child Care	Provides long day child care services for 59 places
Family Day Care	Provides day care services for children in need of care aged 0 to 12 at a registered carer's home.
Before(BSC)/After School Care (ASC) & Vacation Care	 Artarmon (BSC & ASC) Chatswood (ASC) Bales Park (ASC) Before school care hours are from 7.30am to 9am and after school care hours are from 3pm to 6pm. We also operate services in conjunction with the state government during school holidays at: Artarmon Vacation Care Centre Bales Park Vacation Care Centre. Chatswood Vacation Care Centre.



Category 2 (continued) Turnover of less than \$2m per annum

Name	Description of activity
Dougherty Food Services	Dougherty Food services is a commercial food kitchen that supplies meals to a number of organisations as well as catering for functions and the operation of a coffee shop.

The special purpose financial reports for the year ended 30 June 2020 disclose the operating results for category 1 and category 2 activities.

Special rates and levies

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

Rates and charges written off

Rates and charges totalling \$456,272 were written off this fiscal year as shown below. These figures include \$452,057 of pensioner rebate amounts.

Rates and charges	Amount (\$)
Rates written off	456,272
Interest charges written off	1,088

Access applications

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

Number of access applications received

During the reporting period, we received a total of 43 access applications.

Number of refused applications

During the reporting period, we refused one of the access applications.

Number of applications refused	Wholly	Partly	Total
1	1	0	1
% of total	100%	0%	



Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	1	0	0	0	0	0	0	1	2%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	0	2%
Members of the public (by legal representative)	6	1	0	2	0	0	0	0	9	21%
Members of the public (other)	25	3	0	2	0	1	0	1	32	74%
Total	32	5	0	4	0	1	0	1	43	
% of total	74%	12%	0%	9%	0%	2%	0%	2%		

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

Number of applications by request type and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications ¹	0	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	31	4	0	4	0	1	0	1	41	95%
Access applications that are partly personal information applications and partly other	1	1	0	0	0	0	0	0	2	5%
Total	32	5	0	4	0	1	0	1	43	
% of total	74%	12%	0%	9%	0%	2	0%	2%		

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

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



Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of	0	0%
the Act)		
Application is for excluded information of the agency (section 43 of	0	0%
the Act)		
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

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

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

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



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

	No of times consideration used*	% of total
Responsible and effective government	2	29%
Law enforcement and security	1	14%
Individual rights, judicial processes and natural justice	3	43%
Business interests of agencies and other persons	1	14%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	7	

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

Timeliness

	No of times consideration used*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	42	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	42	

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

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

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

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

	No of applications for review	% of total
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	



Applications transferred to other agencies

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

Planning agreements

The following planning agreements were in place during the 2019/20 financial year.

Date	Land	Parties to	Description of	Amendments
		agreement	agreement	
14 January 2014	73 Albert Avenue, Chatswood NSW 2067	Name: Iglu No. 202 Pty Limited	The agreement proposes dedication of Thomas Land Road Reservation Land and Thomas Lane embellishment works	
14 July 2008	217 Pacific Highway, Artarmon NSW 2064	Name: Lindsay Bennelong Developments Pty Ltd	In lieu of s94 and s94A contributions, the developer must provide a community building, and a shuttle bus service, and a sporting and recreation facility. The agreement sets out how and when the facilities are to be provided	Amended 2010
16 September 2013	65 Albert Avenue, Chatswood NSW 2067	Name: Mandarin Developments Pty Limited	The voluntary planning agreement makes a monetary contribution towards a shortfall in car parking arising from the development	
14 October 2013	1 Anderson Street, Chatswood NSW 2067	Name: Westfield Shopping Centre Management Company P/L	The voluntary planning agreement makes a monetary contribution towards a shortfall in car parking due to the development of the Anderson Street 'eat street' area	





Swimming pool inspections

Our swimming pool inspection program aims to increase pool safety, particularly for children. The program includes the inspection of privately-owned pools to ensure swimming pool fences and barriers are compliant. Swimming pool inspections carried out in 2019/20 are below.

Inspection type	No.
Inspections of tourist and visitor accommodation	0
Inspections of premises with more than two dwellings	12
Inspections that resulted in a certificate of compliance under s22D of the Swimming Pools Act	36
Inspections that resulted in a certificate of non-compliance under cl 21 of the swimming pools regulation	2

Councillor professional development

A councillor professional development program is provided over the term of the council to build the skills, knowledge and personal attributes necessary to be an effective mayor or councillor. The professional development activities below took place in 2019/20.

Activity													
	Cr Giles-Gidney	Cr Campbell	Cr Coppock	Cr Eriksson	Cr Fernandez	Cr Mustaca	Cr Norton	Cr Rozos	Cr Rutherford	Cr Saville	Cr Tuon	Cr Wright	Cr Zhu
Councillors' record keeping training 17 February 2020	•	•		•		•	•	•	•	•	•	•	•
Code of Conduct at Councillors Briefing on 16 September 2019	•	•		•	•		•	•	•	•	•		•
Effective Communications	•	•		•	•		•	•	•	•	•		•
2019 Asia Pacific Cities Summit & Mayors' Forum	•												
Chairing and Effective Meeting Procedures											•		
LGNSW Annual Conference 2019	•			•			•	•			•		
ICTC 2019 Conference								•					
LGNSW Parking Summit 2019					•								
Communicating Council Priorities											•		
The Supervisor Series											•		
Planning 101 for Councillors											•		
Information Management Briefing Session	•	•		•		•	•	•	•	•	•	•	•
ALGA National General Assembly	•							•					

The total cost for professional development and training programs for councillors for 1 July 2019 to 30 June 2020 was \$17,110.





APPENDIX: FINANCIAL STATEMENTS



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ADDRESS

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