



# **Willoughby City Council**

**ORDINARY COUNCIL**

**ATTACHMENT BOOKLET 2**

26 April 2022

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**CHIEF EXECUTIVE'S OFFICE**

**15.2 PUBLIC EXHIBITION OF DRAFT OUR FUTURE WILLOUGHBY 2032,  
COMMUNITY STRATEGIC PLAN**

**ATTACHMENTS:**

- 2. DRAFT OUR FUTURE WILLOUGHBY 2032  
COMMUNITY STRATEGIC PLAN**
- 3. COMMUNITY STRATEGIC PLAN 2022 REVIEW  
EXPLANATORY PAPER**

# OUR FUTURE WILLOUGHBY 2032

Community Strategic Plan



WILLOUGHBY  
CITY COUNCIL

City of Diversity

# What is Our Future Willoughby 2032?

*Our Future Willoughby 2032* is the community's long term vision and priorities for the future of the City. Extensive consultation was undertaken to develop the adopted 10 year *Plan Our Future Willoughby 2028*, Community Strategic Plan. To ensure that the aspirations and strategic directions are still relevant we are now undertaking a mid-term review and consultation process.

## Acknowledgment of Country

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

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



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# Mayor's Message



The Community Strategic Plan (CSP) *Our Future Willoughby 2028* sets the future direction for Willoughby City for the next ten years.

Every four years, following an ordinary election of Councillors, the Council must review the Community Strategic Plan (CSP). In 2021 we consulted with key agencies, community groups and the broader community to gather feedback on global and local changes over the last four years.

This feedback, combined with a range of other significant engagement programs, has informed the review of our CSP, which includes resilient strategies and initiative to support the community through shocks and stresses. The draft Community Strategic Plan: *Our Future Willoughby 2032* will be on public exhibition in May. We encourage everyone in the community to review the Plan and give feedback at [www.haveyoursaywilloughby.com.au](http://www.haveyoursaywilloughby.com.au). Following public exhibition, the final Plan will be presented for Council's endorsement on 27 June.

## Mayor Tanya Taylor and Councillors



**Top Row:** Cr Angelo Rozos, Cr Brendon Zhu (Deputy Mayor), Cr Sarkis Mouradin, Cr Nic Wright  
**Third Row:** Cr Hugh Eriksson, Cr Robert Samual, Cr John Moratelli  
**Second Row:** Cr Anna Greco, Cr Georgie Roussac, Cr Jam Xia  
**Bottom Row:** Cr Roy McCullagh, Mayor Tanya Taylor, Cr Craig Campbell

# The City of Willoughby



Population  
**82,753**



Median age is 39, with  
**58%**  
of the population couples with children.

## Birthplace

Australia		36,692	49.4%
China		7,902	10.6%
United Kingdom		3,123	4.2%
Hong Kong		2,474	3.3%
South Korea		2,199	3.0%

# Understanding the plan

To achieve the community's vision of a diverse, liveable and prosperous City, five outcomes have been identified. These have come through the engagement process with the community as priority areas for the next 10 years.

A City that is green

A City that is connected, inclusive and resilient

A City that is liveable

A City that is prosperous and vibrant

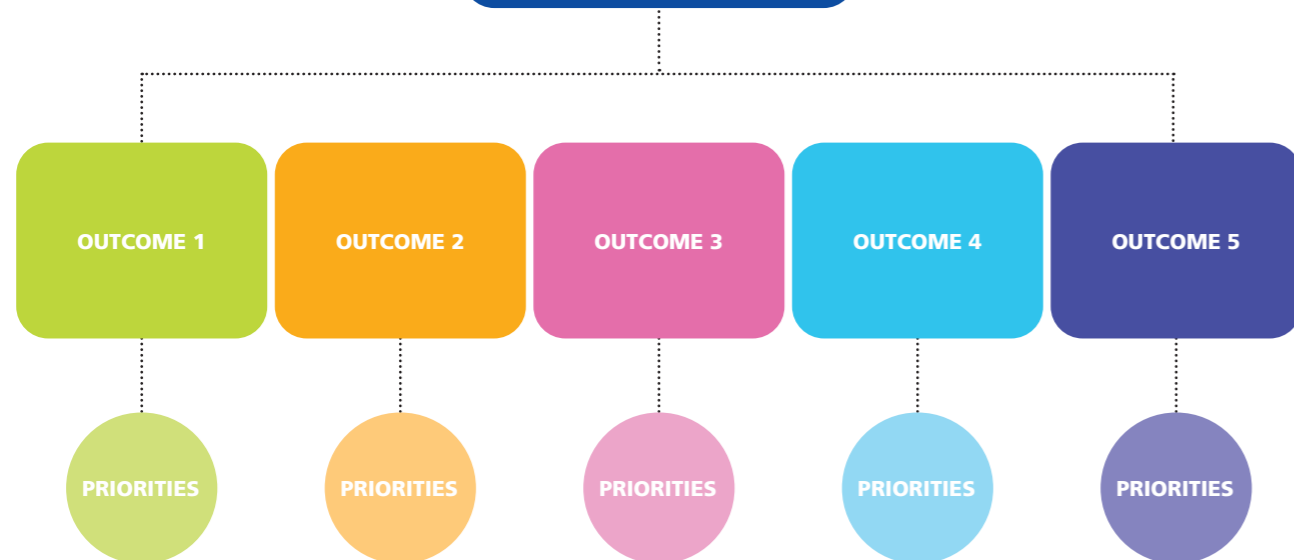
A City that is effective and accountable

To understand the intent of these broad outcomes, community priorities were also identified. These are more detailed and focus on what is needed to achieve each outcome.

The measures will help us track our progress towards achieving these outcomes. A data source is also identified to quantify our progress. These measures are not solely about how Council will achieve this vision. Council is the custodian of this plan, but many have a role in partnering or delivering the outcomes including individuals, Governments, Members of Parliament, businesses, educational institutions and community groups.

Also identified are factors that need to be considered for each outcome, important trends that drive our understanding and knowledge of the challenges and opportunities we face. These are outlined in more detail in the Community Strategic Plan 2022 Update Explanatory Paper which is available on Council's website.

## VISION



# Our Vision

## Willoughby: City of Diversity

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

Willoughby's diversity underpins our liveable and prosperous City.

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

Food and music are signatures of our hubs. You can experience fine dining

and cheap eats in our laneways at all hours and hear the music of our community and the languages of people who make our City home. You can have fun at street activities and events or enjoy a comedian or symphony concert at The Concourse. Visitors respond to our offering as Willoughby's reputation as a destination grows.

We recognise the past while creating new liveable places, strong and resilient communities and homes for the future. The sites and contributions of our traditional Indigenous

inhabitants are recognised and preserved along with more recent heritage such as Walter Burley Griffin cottages, The Castle and The Incinerator. Our skyline's silhouette dramatically outlines the transition from modern office and apartment towers to medium density apartments and houses that span a variety of eras and designs.

Our landscape is as diverse as our people and urban places. Significant native bushland, Middle Harbour estuary and the Lane Cove River invite you to explore and understand more.

Our environment is important to us and we are leaders in creating an aware community focused on sustainable living that reduces our impact on the world.

It is easy to get around our City. Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices and reduced emissions. The connections between the CBD and our villages are strong, creating liveable spaces which support our needs and serve as meeting

places. Digital connections and infrastructure support a smart city that provides real-time information to people seeking to navigate our City and access its services.

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

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





# OUTCOME 1

## A City that is green

Our City will become a leader in sustainability.

We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways.

We will aspire to meet the needs of our community and environment while not compromising those of future generations.

### COMMUNITY PRIORITIES

- 1.1 Create and enhance green spaces, urban tree canopy cover and greening.
- 1.2 Promote sustainable lifestyles and practices.
- 1.3 Enhance, protect and respect waterways, bushland, wildlife and ecological systems.
- 1.4 Reduce use of energy, water and natural resources and maximise reuse of waste.
- 1.5 Reduce carbon and greenhouse gas emissions.

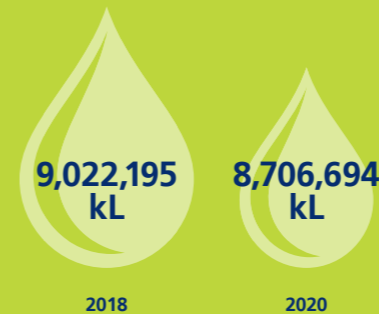


MEASURE	DATA SOURCE
Increase in average recovery rate from all waste streams to 80% by 2030	Willoughby City Council – waste data
Increase in percentage of Willoughby which has urban tree cover to 40% by 2036	Resilient Sydney platform – Department of Planning and Environment
Decrease in percentage of water use by residents compared with 2021/22 levels	Sydney Water
No net decline in the Local Waterway Health Report Card grade	Local Waterway Health Report Card
Reduction in greenhouse gas emissions by the Willoughby community	Resilient Sydney platform - Ausgrid, Endeavour, Jemena, NSW EPA, ABS Census, BTS Household Travel Survey and Kinesis

## FACTS AND CONSIDERATIONS

Council manages over **330ha** of bushland and nearly 20kms of harbour foreshore.

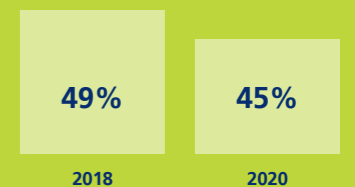
Water consumption by the Willoughby community:



**425ha of open space**

Greenhouse gas emissions by the Willoughby community:  
**2018:** 598,164 (CO2e) tonnes  
**2021:** 543,979 (CO2e) tonnes

Waste diverted from landfill



**Change in urban canopy**

2016: 263.96ha    2021: 255.28ha

Tree canopy cover has a number of benefits including providing shade and increasing urban amenity, which encourages walking and cycling.



### CONSIDERATIONS

Resilience to stresses and shocks as tested by COVID-19 pandemic, storms and smoke pollution from bushfires.

Climate and heat impacts upon ecological and urban systems where tree canopies have been reduced.

Financial, social and system transitions to water conservation and the conversion of waste to useful materials (circular economy).



“More buildings using solar power - so much roof space so few solar panels.”

Participant feedback

References can be located on Page 25

# OUTCOME 2

## A City that is connected, inclusive and resilient

We are a City that is connected through our people, transport, technology and history.

We celebrate the diversity of our people and provide opportunities to care and connect through activities, services and places.

We will encourage and promote transport choices and connections for pedestrians, bikes, public transport and private vehicles.

Our City will be a smart city of the future supported by digital infrastructure and literacy.

### COMMUNITY PRIORITIES


- 2.1 Enhance transport choices and connections throughout the City.
- 2.2 Respect and celebrate our indigenous and non-indigenous history and heritage.
- 2.3 Celebrate and encourage our diversity.
- 2.4 Reduce parking and traffic congestion.
- 2.5 Create neighbourhoods that connect people from all types of households and families.
- 2.6 Foster a digitally enabled community.
- 2.7 Promote accessible services and facilities for the community.
- 2.8 Increase community resilience to shocks and stresses.

MEASURE	DATA SOURCE
Increase in number of journeys to work that do not use a motor vehicle	Australian Bureau of Statistics, Census of Population and Housing
Increase in volunteer work undertaken	Australian Bureau of Statistics, Census of Population and Housing
Increase in percentage of residents who feel part of their local neighbourhood community	Willoughby City Council Community Wellbeing Survey
Decrease in percentage of residents that have problems accessing services and activities	Willoughby City Council Community Wellbeing Survey








### FACTS AND CONSIDERATIONS

  
**250**  
heritage items

  
**17%**  
of adults in Willoughby volunteer

**19,505** volunteer hours

#### BIRTHPLACE

 Australia	36,692	49.4%
 China	7,902	10.6%
 United Kingdom	3,123	4.2%
 Hong Kong	2,474	3.3%
 South Korea	2,199	3.0%



#### TRAVEL BY MODE BY RESIDENTS (% of total trips)

	2017/18	2019/20
Vehicle driver	31.0%	32.1%
Train	6.5%	5.9%
Bus	4.9%	5.6%
Walk only	22.7%	20.4%

**85%**  
of residents feel connected/  
engaged with their local area.

**80%** of residents are actively  
involved in a social group

**87.5%**  
Proficiency in  
spoken English

#### CONSIDERATIONS

The largest forecast increase in population in household type by 2026 is expected to be 'Lone person households'.

Recognition of indigenous heritage and culture.

Single/people living alone are significantly less likely to rate their quality of life highly.

Longer term impact of working from home and pandemic upon transport choices.

Autonomous vehicles and their future impact upon access to goods and services, traffic and parking.

Physical and virtual connections between community members as population and lone person households increase.



"A world-class city celebrating different cultures."

Participant feedback

References can be located on Page 25

# OUTCOME 3

## A City that is liveable

We are a City that is safe, engaging, vibrant and supported by great urban design.

Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote.

Our growing community will have access to services, facilities and spaces that promote a healthy and active lifestyle.

### COMMUNITY PRIORITIES

- 3.1 Foster feelings of inclusion, safety and cleanliness.
- 3.2 Create recreation spaces for all.
- 3.3 Promote an active and healthy lifestyle.
- 3.4 Create desirable places to be and enjoy.
- 3.5 Activate local spaces in creative ways.
- 3.6 Promote housing choice and affordability.



MEASURE	DATA SOURCE
Increase in appeal of Willoughby LGA as a place to live	Willoughby City Council Community Perception Survey
Increase in perception of Willoughby as safe	Willoughby City Council Community Perception Survey
Low crime rate	NSW Bureau of Crime Statistics and Research
Increase in percentage of residents who feel safe walking alone in their local area at night	Willoughby City Council Community Perception Survey
Percentage of residents living and working in Willoughby	Australian Bureau of Statistics, Census of Population and Housing
Increase in percentage of residents satisfied with the opportunities to participate in sporting and recreation activities in the local area	Willoughby City Council Community Wellbeing Survey
Increase in percentage of affordable housing as a percentage of housing stock	Willoughby City Council, Community Housing Providers, Australian Bureau of Statistics, Census of Population and Housing

## FACTS AND CONSIDERATIONS

  
**97%**  
 of residents feel that they personally have a good to excellent quality of life

**21%** of residents as a direct result of housing costs, have unwillingly had to sacrifice spending on other things

  
**49%**  
 of residents have been actively involved in a sport or physical recreation group in the past 12 months

  
**92%**  
 of residents feel safe in their home alone at night

  
**100**  
 parks

**44**  
 playgrounds

**60**  
 sports grounds 

  
 "A place where you feel safe and secure and kids can play on the street."  
 Participant feedback

### CONSIDERATIONS

Working from home phenomena's impact upon city form, transportation, building design and local areas still is emerging.

Maintaining a sense of safety as residents age and lone person households increase.

Maintaining the provision of assets and services to match increases in population, changing community preferences and demographics.

Ensuring adequate resourcing to provide quality parks, public and recreation spaces.

References can be located on Page 25

# OUTCOME 4

## A City that is prosperous and vibrant

Our City will have a robust economy with meaningful and diverse employment opportunities close to home.

We will be a City where local and global businesses thrive.

Our City, its places and vibrancy will attract businesses and visitors from around the world.

We will be leaders in creativity and innovation.

### COMMUNITY PRIORITIES

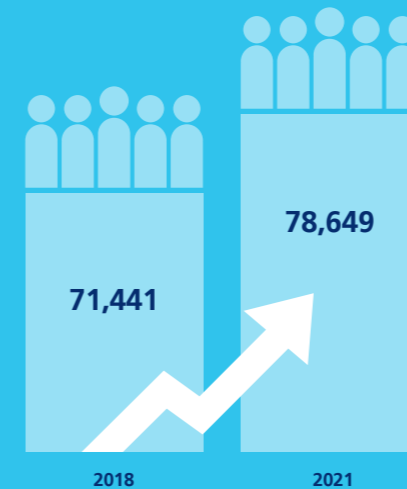
- 4.1 Facilitate the development of all businesses.
- 4.2 Build and support a night-time economy.
- 4.3 Create memorable food destinations.
- 4.4 Attract visitors and promote local destination-based tourism.
- 4.5 Diversify our economy including creative and innovative industries.
- 4.6 Facilitate the viability and vibrancy of our CBD and village centres.

MEASURE	DATA SOURCE
Increased Gross Regional Product	National Institute of Economics and Industry Research (NEIR)
Increase in tourism visitors	Tourism Research Australia
Increase in jobs-to-worker ratio	Australian Bureau of Statistics, Census of Population and Housing
Increase in total consumer spend between 6.00pm and 6.00am	Bank data sets
Increase the number of jobs in the creative and innovative sectors	National Institute of Economics and Industry Research (NEIR)
Vacancy rates in local centres below metropolitan average	Property Council of Australia - Office Market Report



## FACTS AND CONSIDERATIONS

### Jobs in Willoughby



### Businesses in local government area

2018	2020
12,253	12,453



Of the 59,396 local workers in Willoughby,

**9,772**

or

**16.5%**

also live in the area.

Professional, Scientific and Technical Services is the most productive industry, generating **\$1.85 million** in 2020/21

### CONSIDERATIONS

Attracting and retaining businesses and talent in competition with other locations.

Creating a safe, diverse and vibrant night time economy.

Using levers such as land use planning and public domain upgrades to enhance the viability and vibrancy of our local centres and CBD.



“Shops and services close way too early for young professionals.”

Participant feedback

References can be located on Page 25

# OUTCOME 5

## A City that is effective and accountable

A City that is governed by an ethical Council that is open, transparent and accountable.

A City that is led by informed representatives who actively encourage meaningful engagement with all stakeholders to seek their involvement in decisions made on their behalf.

We will represent the interests of the community, be a good steward to the environment and advocate for the City's priorities.

### COMMUNITY PRIORITIES

- 5.1 Be honest, transparent and accountable in all that we do.
- 5.2 Demonstrate leadership and advocacy for local priorities.
- 5.3 Balance the creation of new public assets with the upgrade of existing public assets.
- 5.4 Anticipate and respond to changing community and customer needs.
- 5.5 Make it easy for citizens to engage and participate in decision making.
- 5.6 Ensure value for money and financial sustainability
- 5.7 Deliver excellent customer service

MEASURE	DATA SOURCE
Increase in percentage of residents satisfied with opportunities to contribute to Council's decision making process	Willoughby City Council Community Perception Survey
Meet Local Government financial and asset benchmark ratios	Office of Local Government as reported in Willoughby City Council Audited Financial Statements
Improve customer service satisfaction	Willoughby City Council Community Perception Survey



### FACTS AND CONSIDERATIONS

Net value of assets

**\$1.87 billion**



**96%**

of residents are satisfied with the performance of Council



**207,386**

Calls to our Customer Service centre between 2018/19 and 2020/21



### CONSIDERATIONS

Improving customer experience through more options for self service, and real time information and tracking of progress.

Protection of Council's assets and data from cyber threat.

Increasing awareness and participation of time poor and hard to reach residents in Council's decision making processes.



"A place where everyone has a say in life and everyone is treated equally."

Participant feedback

References can be located on Page 25

# Realising the vision

**Our Future Willoughby 2032 is based on aspirations and priorities the community identified through significant engagement processes, as well as consideration of key issues and challenges identified for our area.**

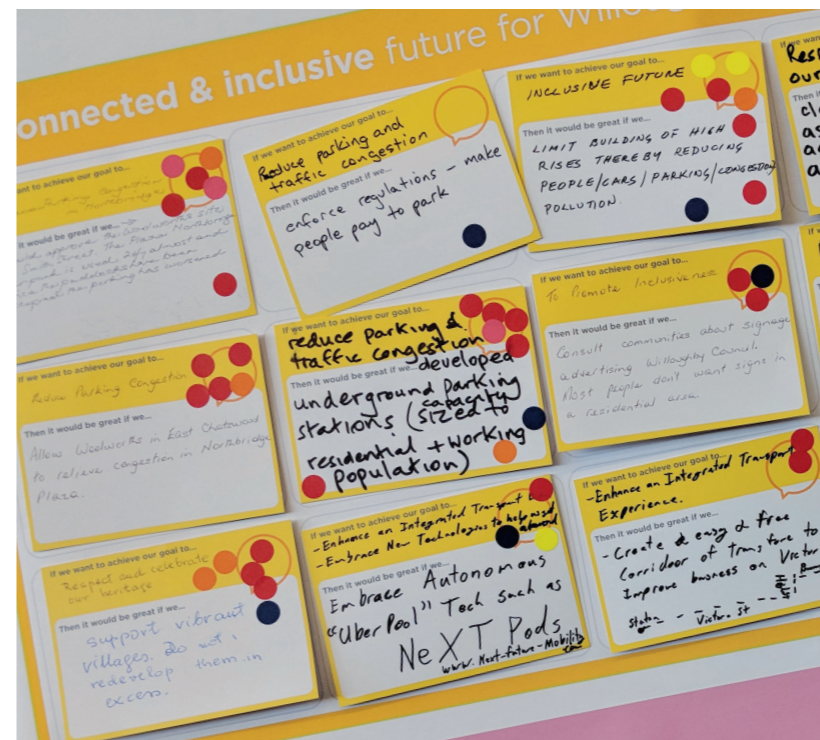
In delivering the community aspirations in this plan, Council will take on one or more of its roles:

- Leadership for our community
- Owner or custodian of land, assets and the environment
- Regulator of activities and functions
- Information provider to all stakeholders
- Facilitator of key stakeholders
- Advocacy on behalf of the whole community
- Provider of services

Although Council will take the lead on implementing this Plan through our Delivery Program and Operational Plan, to truly achieve the *Our Future Willoughby 2032* vision and priorities, other stakeholders play a significant part. Council will work with these stakeholders: individuals in our community, community organisations, businesses, educational institutions, Governments and Members of Parliament; to deliver on the shared outcomes and priorities for our region.

In the development of this Plan, Council takes into account the strategic directions of other State Government Plans and Strategies to ensure these align with the *Our Future Willoughby 2032* outcomes. This alignment is presented in the companion document *Community Strategic Plan 2022 Update Explanatory Paper* which can be viewed on Council's website.

Council's response to this document, the Operational Plan and Delivery Program are reviewed annually and reported against in Council's Annual Report. A state of the city report is provided by each outgoing Council on the performance against *Our Future Willoughby 2032*.



# Council implementing the vision

## IP&R FRAMEWORK

All councils in NSW are required to implement the Integrated Planning and Reporting (IP&R) Framework (opposite).

*Our Future Willoughby 2032* is Willoughby City's Community Strategic Plan.

Council needs to bring this vision to life and we do that through delivering directions against three documents:

*The Delivery Program 2022-2026* is Council's four-year program that translates the priorities and aspirations in *Our Future Willoughby 2032* into actions. It identifies each outcome and assigns priority to projects and programs with indicators and targets to help achieve those outcomes. *The Operational Plan 2022/23* is Council's one-year plan which sets out specific programs, projects and activities to be delivered that year.

*The Resourcing Strategy* ensures that our resources (assets, people and money) are sufficient to deliver the projects and activities identified in our Delivery Program and Operational Plans which will

subsequently aid in achieving the vision. *Our Future Willoughby 2032* helps Council to achieve improved long-term planning and service delivery that is responsive to community needs. These documents are available on Council's website.

## GUIDING PRINCIPLES

The following three principles underpin Council's decision making processes including how Council engages with the community and how Council allocates resources.

- **Sustainability** - Seeks to meet the needs of the present without compromising the needs of future generations. It requires equitable consideration of environmental, social and economic needs for the long term.

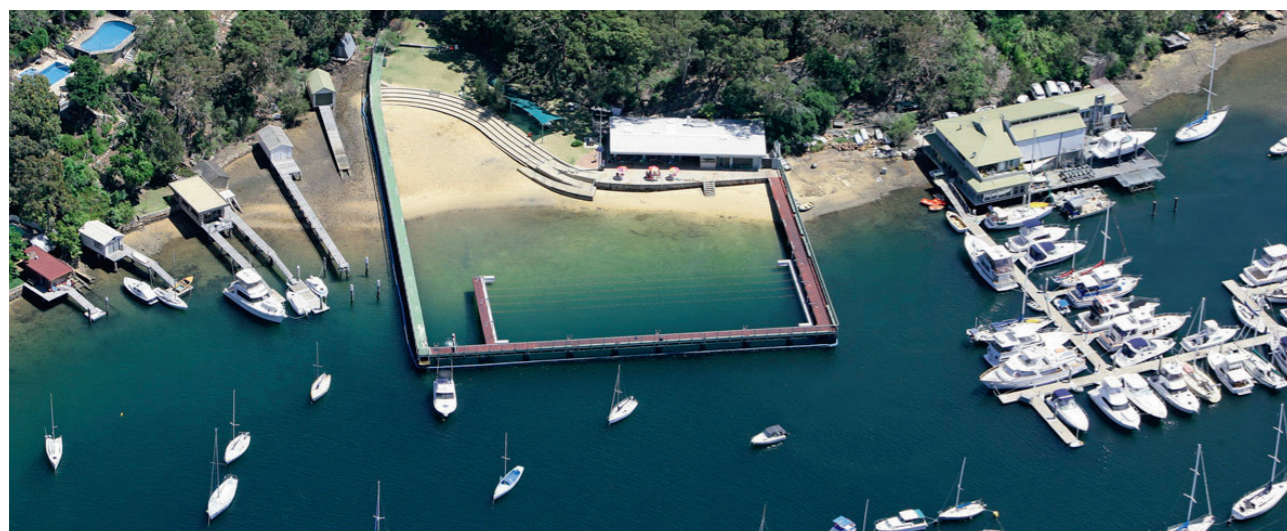
- **Social Justice** - All people receive a "fair go" at opportunities in life including wealth, health and recognition in law and privileges without prejudice. The basic principles are:

- **Equity** - overcoming unfairness caused by unequal access to economic power and resources

- **Access** - greater equality of access to goods and services
- **Participation** - expanded opportunities for real participation in decisions which govern lives
- **Rights** - equal and effective legal, industrial and political rights

## • Ethical Government

- Requires that Council exercise its role as steward to the public
- Ensures the distribution of resources through fair and just rules and decision making processes
- Advocate on behalf of its residents, local area and environment
- Strive for openness, transparency and accountability
- Demonstrate leadership and strategic planning
- Provide value for money for ratepayers and residents
- Seek to reduce the harmful effects of shocks and stresses on society, ecosystems, economies and infrastructure



# Community engagement

**This Plan has been prepared with regard to the social justice principles of access, equity, participation and rights, and addresses social, environmental, economic and governance matters.**

To fully inform the community, this Plan has also drawn upon research into the City's challenges and opportunities and aligns with New South Wales Government plans and strategies.

# References

**Page 13** Household Travel Survey, Transport for NSW

**Page 5, 13 and 17** Australian Bureau of Statistics, Census of Population and Housing, 2016

**Page 13 and 19** Community Perception Survey, Willoughby City Council, 2020

**Page 13 and 15** Community Wellbeing Survey, Willoughby City Council, 2019

**Page 17** National Institute of Economic and Industry Research (NIEIR), 2021 year ending June 2021

**Page 13** <https://legislation.nsw.gov.au/view/html/inforce/current/epi-2012-0679#sch.5-pt.1> accessed on 22 March 2022





# Acknowledgements



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*Our Future Willoughby 2032, Community Strategic Plan* for Willoughby City Council has been prepared in accordance with Integrated Planning and Reporting Framework requirements.

Willoughby City Council

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



# COMMUNITY STRATEGIC PLAN 2022 Review Explanatory Paper



WILLOUGHBY  
CITY COUNCIL

City of Diversity

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## Introduction

Community Strategic Plans are produced by local councils to describe their community's vision and aspirations and, by doing this, help set the strategic direction for the Council when serving this community.

Willoughby City Council produced its ten-year Community Strategic Plan, known as Our Future Willoughby, in 2018. Willoughby City Council is now reviewing this plan, so it reflects emerging trends and issues since 2018.

The updated CSP has been informed by a range of targeted discussions with Council employees, NSW Government agencies and community groups. It also incorporates and builds on community feedback received over the past five years through community perception and community wellbeing surveys and range of other new policy-specific strategic documents (such as the Willoughby Housing Strategy).

At the same time as updating the CSP, the Council is creating a new four-year Delivery Program, which outlines the Council's key programs and actions, along with releasing an Operational Plan and Resourcing Strategy for 2022/23. These documents all seek to implement the updated Community Strategic Plan.

This analysis provides a summary of the key trends and issues which have been identified since 2018, including through the stakeholder engagement process. It also outlines how the Community Strategic Plan, and its companion Delivery Program, are proposed to change in response to these trends and issues.

### What's Changed Since 2018

1. More extreme weather events requiring a greater focus on local resilience outcomes
2. COVID-19 has changed Willoughby's way of life
3. Reduced urban tree canopy and vegetation cover
4. Changes in government policy, in areas including waste, recycling and infrastructure contributions
5. Demographic changes, including an increasing number of single person households
6. Declining housing affordability
7. Increased community focus on the need for enhanced customer service and community engagement

## New Trends and Issues

### Resilience

South-eastern Australia, in which Willoughby is located, is experiencing more extreme weather events, including hotter temperatures, more bushfires and less rainfall but an increase in individual heavy rainfall events.<sup>1</sup> These events have environmental, financial, social and health implications for Willoughby and, unless managed, a disproportionate impact on some of Willoughby's most vulnerable people.

This situation places an expectation on Council to put in place measures to help the community to be more resilient to these extreme events. It also requires addressing pre-existing stresses such as climate change, a loss of shady urban tree canopy, housing affordability and social cohesion and connectedness. To this end, the Council is a member of Resilient Sydney, a collaboration of metropolitan councils of Greater Sydney to develop and implement the Resilient Sydney Strategy 2018 to address the city resilience challenges.

### How We've Responded to This Trend

The updated Community Strategic Plan includes a new Community Priority 2.8 to "Increase community resilience to shocks and stresses". Resilience is also referenced in the amended title to Outcome 2 "A city that is connected, inclusive and resilient". It is further reinforced in the Vision through "We recognise the past while creating new liveable places, strong and resilient communities and homes for the future." and "... facilitate strong and resilient communities and natural systems adopted to shocks and stresses."

The Community Strategic Plan contains Guiding Principles for sustainability, social justice and ethical government. The principle for Ethical Government now includes "Seek to reduce the harmful effects of shocks and stresses on society, ecosystems, economies and infrastructure" and mirrors wording from LG NSW (NSW's peak local government body).

As outlined in the Delivery Program, this will be implemented through the Council's Resilience Strategy and Action Plan 2021. Council will also continue to address climate change through 100% renewable energy generation and purchase, its solar bulk buy program for residents and community education initiatives.

### COVID-19

The COVID-19 pandemic has led to significant changes in the way that Willoughby's residents go about their daily lives and interact with their local community.

The latest Australian Bureau of Statistics research shows that the percentage of employed Australians who regularly worked from home has increased from less than 30 per cent in August 2015 to more than 40 per cent in August 2021.<sup>2</sup> Furthermore, the Productivity Commission has found that many jobs can be effectively done from home, and it appears that the number of people working from home will remain much higher than it was previously.<sup>3</sup>

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<sup>1</sup> See <http://www.bom.gov.au/state-of-the-climate/australias-changing-climate.shtml>

<sup>2</sup> <https://www.abs.gov.au/media-centre/media-releases/more-40-cent-australians-worked-home>

<sup>3</sup> Page 2, The Productivity Commission, Working from home, Research paper, Commonwealth of Australia 2021

This means that Willoughby residents are now far more likely to be interacting with their nearby local centres and open space areas, particularly during weekdays when they previously would have been at a distant employment location. Research has shown an increase in the amount of work done from home has stimulated some economic activity in local economic centres.<sup>4</sup>

In addition, COVID-19 has also more than likely led to more local residents using their cars to get to work, rather than public transport, potentially because of concerns about being infected by other public transport users.<sup>5</sup> If commuters who used public transport pre-pandemic switch to using their cars, this could actually increase congestion on the roads.<sup>6</sup> This situation has highlighted the need for the Council to provide active transport routes, as an alternative to car travel.

COVID-19 has also highlighted concerns about the mental health impacts of increased isolation, particularly among youth and older community members during lockdown periods.

Finally, the COVID-19 pandemic impacted on Council finances. This included lower revenue from Council's service delivery due to closures of community facilities and an increase in demand for non-revenue generating services such as parks and shared paths.

These economic impacts of the pandemic as well as rising prices, continued rate pegging, labour shortages, and inflationary prices associated with disrupted goods and materials supply chains, will have an impact on resourcing the delivery of infrastructure and services to respond to our community profile.

### **How We've Responded to This Trend**

The implementation of Council's Economic Development Strategy 2022 will support economic recovery and growth. New measures have been introduced into the Community Strategic Plan to monitor the City's economic progress. The Delivery Program seeks to strengthen support to local businesses through new economic development programs, such as the Shop Local campaign, developing a night-time economy, activating laneways in the CBD and introducing planning provisions to make the most of economic activity in local centres. Other initiatives include continuing to implement the streetscape enhancement programs for local centres including Artarmon and Naremburn (Outcome 4).

The new Culture Bites program will further activate the CBD with a range of diverse offerings that promote the area over the entire year.

In regard to active transport, the Council will deliver major shared path initiatives along the Pacific Highway from Chatswood to St Leonards, and other key commuter routes as an alternative to cars and public transport. The Vision now links public and active transport to climate change benefits in "Public transport options, connected walkways and cycle paths help minimise the impact of cars on our roads and provide us with healthier choices and reduced emissions."

The importance of local facilities is recognised in the Delivery Program through further enhancements proposed for 20 ovals, 13 parks and six playgrounds over the next four years.

The updated Community Strategic Plan Community Priority 3.1 has now been expanded to refer to the need for the Council to work to "foster feelings of inclusion", along with safety and cleanliness.

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<sup>4</sup> Page 55, The Productivity Commission, Working from home, Research paper, Commonwealth of Australia 2021

<sup>5</sup> The Productivity Commission, Working from home, Research paper, Commonwealth of Australia 2021, page

<sup>6</sup> The Productivity Commission, Working from home, Research paper, Commonwealth of Australia 2021

The COVID-19 issues relating to financial sustainability are addressed in Council’s Resourcing Strategy including the Long-Term Financial Plan.

### Urban tree canopy and vegetation cover

While Willoughby’s suburbs continue to predominantly have a leafy suburban character, it is a matter of concern that there has been a decrease in tree canopy cover on residential land between 2018 and 2021.

Change in urban canopy in Willoughby LGA (hectares)	
2018:	2021:
263.96	255.28

Tree canopy cover has a number of benefits for the environmental, social and economic sustainability of the LGA, and for the health of the local population. This includes providing shade and increasing urban amenity during a warming climate, which encourages walking and cycling as well as ecological habitat.

The Council’s adopted Local Strategic Planning Statement has a target to increase the LGA’s tree canopy cover from 36% in 2016 to 40% by 2036. This is reflected in the inclusion of a new measure for tree canopy in the Community Strategic Plan.

### How We’ve Responded to This Trend

The updated Community Strategic Plan’s Community Priority 1.1 now specifically refers to the need to create and enhance Willoughby’s tree canopy and greening which recognises green roofs and walls. A new measure has also been included for tree canopy cover.

As outlined in the Delivery Program, Council will seek to implement these objectives through strengthened controls in its new comprehensive land-use planning framework and other urban greening strategies, including a street tree census.

### Changes in government policy

A range of new State-level policies have been developed, including in relation to resource recovery, infrastructure funding and rate pegging, which require a response in the Council’s updated Community Strategic Plan and complementary Delivery Program.

For instance, the NSW Government developed a Circular Economy Policy to maximise the value of resources and reduce waste. This has expectations for councils in the adoption of circular economy principles and actions.

The NSW Government also released its Waste and Sustainable Materials Strategy 2041 which outlines measures to reduce waste and emissions. Targets include reducing total waste generated by 10% per person by 2030 and 80% average recovery rate from all waste streams by 2030.

Delivering the strategy will involve significant changes, that require ongoing collaboration between the waste industry, businesses, households, the State government, Regions of Councils and Council. Separate collections and treatment systems for food only waste (FO) or food and green organic material (FOGO) have been mandated for the introduction by councils by 2030. Preliminary estimates indicate that it will cost councils about \$15m to introduce this with significant costs also in annual operational costs including ongoing community education.



Changes in global recycling markets, triggered by China’s new standards for recyclable material, has seen the cost of processing kerbside recyclables increase significantly.

The NSW Government is also planning changes to infrastructure contribution rules which could change the way development contribution are paid and reduce contributions paid by developers to councils towards the costs of vital community infrastructure. This will have an impact on resources available for infrastructure needed to support increased demands brought about by development.

Finally, the Independent Pricing and Regulatory Tribunal has made recommendations to the NSW Government about capping or limiting the amount of increase that can be made to the Domestic Waste Levy at the very time when additional funding is required to implement the FO/FOGO system.

An ongoing issue is that continued rate pegging limits the ability of councils to raise rate revenue, with the resultant problem that rating income is not keeping up with rising costs. This will be addressed in Council’s Resourcing Strategy, including its Long-Term Financial Plan.

### How We’ve Responded to This Trend

The updated Community Strategic Plan’s Community Priority 1.4 has been strengthened to now refer to “maximising” use of waste. Targets have been included in the CSP for reducing the total waste generated by 10% per person by 2030 and 80% average recovery rate from all waste streams by 2030.

To this end, Willoughby City Council has joined with seven other councils on the North Shore to pilot Food Only collections to assist planning for the introduction of food waste recycling. FO/FOGO services are also recognised as a priority in the Council’s Delivery Program.

In relation to issues such as rate pegging and infrastructure contribution impacts, the updated Community Strategic Plan retains the existing Community Priority 5.2 to “Demonstrate leadership and advocacy for local priorities” but strengthens this by a new priority in the Delivery Program for the Council to “Advocate for community priorities and ensure financial sustainability”. The Community Strategic Plan’s Guiding Principle for Ethical Government now includes reference to “Advocacy on behalf of its residents, local area and environment.”

This new Delivery Program priority is supported by a more detailed action to “Advocate to influence decisions relating to infrastructure contribution changes, rate peg and Northern Beaches Tunnel Link and other matters as relevant.”

### Demographic shifts

Population has grown 1.1% since 2018. Although population growth is expected to slow in the short term due to fewer international arrivals and a reduced birth rate, forecasts suggest Willoughby will continue to grow. Population growth places more pressure upon the natural environment and the use of virgin resources.

Willoughby LGA population forecast <sup>7</sup>	
Today:	2030
81,196	88,711

The population will not just grow, however; it will also change. People in Willoughby aged 65+ are likely to rise from 14% to 17% in the next 10 years. It’s been forecast that between 2020 and 2026 there will be a 0.9% increase in population under working age, a 27.8% increase in population of

<sup>7</sup> .id (informed decisions), Australian Bureau of Statistics, Census of Population and Housing, 2016

retirement age, and a 10.1% increase in population of working age.<sup>8</sup> Household composition is expected to change. By 2026 the largest forecast increase is expected in ‘Lone person households’ leading to an increasing risk of social isolation.

These demographic shifts will place significant demands on Willoughby services and infrastructure including recreation facilities.

### **How We’ve Responded to This Trend**

Responses to population growth and changing household compositions, will include planning for population growth, an ageing population and increased lone person households across all services and programs.

The Delivery Program has a priority for the upgrade and delivery of new recreation facilities including a major upgrade of pool hall at Willoughby Leisure Centre to be completed in 2024, the construction of the Artarmon Parklands Pavilion in 2022 and progressing the Gore Hill Indoor Stadium.

Promoting social connections is strengthened in the Community Strategic Plan through the proposed amendment of the existing Community Priority 2.1 to refer to all “all types of households and families” in relation to creating that neighbourhoods that connect people.

The Delivery Plan also explicitly recognises this in the programs and gatherings offered at its neighbourhood centres through the action “Implement neighbour connection initiatives including Neighbour Day, programs at Dougherty Community Centre, Willoughby Park Centre, MOSAIC and volunteer programs.”

Inclusion is strengthened in the Community Strategic Plan by the explicit recognition of indigenous people in Community Priority 2.2 which is to “Respect and celebrate our indigenous and non-indigenous history and heritage”. Within its Delivery Program, the Council has also committed to adopt an Indigenous Strategy and Reconciliation Action Plan by June 2023 and to review and Implement the Disability Inclusion Action Plan 2022-2026 by 30 June 2026.

The digital divide and need for digital literacy is recognised in the Community Strategic Plan with the redrafting of Community Priority 2.6 “Foster a digitally enabled community”. The Delivery Program commits Council to adopting a Digital Strategy by July 2023.

New measures have been added for safety, connection to the local areas and ease of access to services and facilities.

## **Housing**

House prices and rents have increased. The increase in the price of homes in Willoughby has not been matched by a commensurate increase in median weekly household income. Over time declining affordability will continue to prevent low and moderate income earners from entering the property market. This may force our younger population to move to more affordable areas, which could contribute to the ageing demographic of Willoughby and to reduced contact with family and friends. Relatively high rental costs also prevent existing tenants of social and community housing from moving back into the private rental market if their circumstances improve and they no longer require high subsidy social housing.

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<sup>8</sup> .id (informed decisions), Australian Bureau of Statistics, Census of Population and Housing, 2016

High median housing prices, together with the preference for working closer to home, may make it difficult for the Willoughby area to attract and retain workers on more modest incomes that are so vital to our local economy.

21% of residents as a direct result of housing costs, have unwillingly had to sacrifice spending on other things<sup>9</sup>

The numbers of all types of households – parents with children, couples without children, single people and others – will grow, indicating that Willoughby will need to provide diverse housing options to support changing needs.

### **How We've Responded to This Trend**

The Community Strategic Plan has a new Community Priority 3.6 “Promote housing choice and affordability.” Council has developed its Housing Strategy for future residential development and its Affordable Housing Strategy for more affordable housing in the City which will be incorporated into the local environment plan to help meet its target. A new measure has been included for affordable housing.

The Council currently manages 37 affordable housing premises for key workers and is building two affordable housing projects at Abbott Road, Artarmon and Sailors Bay Road, Northbridge.

## **Customer service and community engagement**

Council recorded a high level of satisfaction (96%) in the provision of services, facilities and programs with the benchmark for councils being 89%.<sup>10</sup> All of the 38 services measured in the survey were at or above the metropolitan council benchmark. Areas for improvement were also identified; some of which are not the responsibility or the sole responsibility for Council to deliver. They included traffic and parking, balancing population growth with services and infrastructure and planning and building permits.

88% of residents satisfied with the Council's consultation and engagement compared to a Council benchmark of 85%.<sup>11</sup> However, community engagement was identified in the Community Perception Survey in 2020 as an opportunity for improvement. ‘Council Engagement’ (23%) was the top suggested Council improvement, which consisted of comments such as improved communication, provision of information, transparency and listening to residents.

### **How We've Responded to This Trend**

A new Community Priority has been introduced into the Community Strategic Plan, namely Priority 5.7 “Deliver excellent customer service.” Council will continue its customer service training for staff across all Council services and develop Customer Experience Strategy by December 2022 with implementation to follow. A new Council Customer Service Centre will open in April 2022 on the ground floor at Victor Street making access much easier for customers.

Community Priority 5.5 has been strengthened by reinforcing engagement in decision making. In addition, the Delivery Program commits the Council to review its Community Engagement Strategy and Community Engagement Framework (policy and processes) in 2022.

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<sup>9</sup> Community Wellbeing Survey, Willoughby City Council, 2019

<sup>10</sup> Willoughby City Council Community Perception Survey 2020

<sup>11</sup> Willoughby City Council Community Perception Survey 2020

## **Alignment to Federal, State and Regional Strategies and Plans**

In the development of the Community Strategic Plan, Council is required to take into account Federal, State Government and Regional Strategies and Plans as part to ensure our plans and strategies align with and support their plans and strategies.

This review is summarised in Attachment 1.

## Attachment 1 – Alignment to Federal, State and Regional Strategies and Plans

In the development of the Community Strategic Plan, Council takes into account Federal, State Government and Regional Strategies and Plans to ensure our plans and strategies align with and support their plans and strategies. That alignment is presented in the figure below.

Willoughby City Council	Relevant Federal, State and Regional Strategies and Plans
<p><b>Affordable Housing Strategy 2020-2026</b></p> <p>The purpose of the Strategy is to establish Council's role in increasing the supply of affordable rental housing for low to moderate income households</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Bike Plan 2017</b></p> <p>The Plan identifies cycling infrastructure projects and an implementation plan</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Future Transport 2056 (NSW)</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Chatswood CBD Planning and Urban Design Strategy 2026</b></p> <p>The Strategy guides future private and public development in Chatswood CBD</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> <li>• Sydney 24 Hour Economy Strategy</li> </ul>
<p><b>Development Control Plan (Draft)</b></p> <p>The Plan specifies detailed guidelines and environmental standards for new development, which need to be considered in preparing a development application</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Disability Inclusion Action Plan 2017-2021</b></p> <p>The purpose of the Plan is to provide strategies and actions towards achieving an inclusive community</p>	<ul style="list-style-type: none"> <li>• Australia's Disability Strategy 2021-2031</li> <li>• NSW Premier Priorities</li> <li>• Future Transport 2056 (NSW)</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW Disability Inclusion Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Economic Development Strategy 2022</b></p> <p>The Strategy outlines the strategic approach for economic development within the City</p>	<ul style="list-style-type: none"> <li>• Australian Government Digital Economy Strategy 2030</li> <li>• Australian Government Global Innovation Strategy</li> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• Innovation Strategy</li> <li>• NSW State Infrastructure Strategy</li> <li>• Sydney 24 Hour Economy Strategy</li> </ul>
<p><b>Housing Strategy 2036</b></p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> </ul>

<b>Willoughby City Council</b>	<b>Relevant Federal, State and Regional Strategies and Plans</b>
The Strategy guides the quantity, location and type of future residential development in the City	<ul style="list-style-type: none"> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Industrial Lands Strategy 2036</b></p> <p>The Strategy recognises the important role the City’s industrial lands play in supporting the local economy</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Integrated Transport Strategy 2036</b></p> <p>The Strategy identifies the strategic direction for transport in the City</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Future Transport 2056 (NSW)</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW Climate Change Policy Framework</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Local Centres Strategy 2036</b></p> <p>The purpose of the Strategy is to promote a network of thriving, attractive and distinctive village centres throughout the City. It provides the framework for future planning controls and public domain improvements for eight local centres</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> <li>• Sydney 24 Hour Economy Strategy</li> </ul>
<p><b>Local Environmental Plan (Draft)</b></p> <p>The Plan provides the statutory framework for all planning, development and building within the City. It allocates land for specific purposes through zoning and development controls</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Local Strategic Planning Statement 2020</b></p> <p>The Statement sets a 20-year vision with priorities and actions for land-use planning in the City</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> <li>• Sydney 24 Hour Economy Strategy</li> </ul>
<p><b>Night Time Economy Strategy (Draft)</b></p> <p>The objectives of this Strategy are to support and encourage the growth of the City’s night time economy</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> <li>• Sydney 24 Hour Economy Strategy</li> </ul>
<p><b>Open Space and Recreation Plan 2013</b></p> <p>The Plan provides a long term strategic direction for the future provision and management of recreational assets and services in the City</p>	<ul style="list-style-type: none"> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>
<p><b>Our Green City Plan 2028</b></p> <p>The purpose of the Plan 2028 is to protect the environment for, and with, our community</p>	<ul style="list-style-type: none"> <li>• National Climate Resilience and Adaptation Strategy 2021-2025</li> <li>• NSW National Waste Policy and National Waste Policy Action Plan 2019</li> </ul>

<b>Willoughby City Council</b>	<b>Relevant Federal, State and Regional Strategies and Plans</b>
	<ul style="list-style-type: none"> <li>• Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW Climate Change Policy Framework</li> <li>• NSW Waste and Sustainable Materials Strategy 2041</li> <li>• NSW State Infrastructure Strategy</li> <li>• Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Strategy 2017-2021</li> </ul>
<p><b>Resilient Willoughby Strategy and Action Plan 2021</b></p> <p>The Strategy and accompanying Action Plan outlines how the City can support the community to withstand shocks and stresses most likely to impact on the people of Willoughby and proposes a range of actions to help the community overcome them</p>	<ul style="list-style-type: none"> <li>• National Climate Resilience and Adaptation Strategy 2021-2025</li> <li>• National Waste Policy and National Waste Policy Action Plan 2019</li> <li>• NSW Premier Priorities</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW Climate Change Policy Framework</li> <li>• NSW Waste and Sustainable Materials Strategy 2041</li> <li>• NSW State Infrastructure Strategy</li> <li>• Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Strategy 2017-2021</li> </ul>
<p><b>Street Parking Strategy 2017</b></p> <p>The Strategy provides a framework to manage parking openly, fairly and on an evidence based approach</p>	<ul style="list-style-type: none"> <li>• Future Transport 2056 (NSW)</li> <li>• Greater Sydney Regional Plan and North District Plan</li> <li>• NSW State Infrastructure Strategy</li> </ul>