

WILLOUGHBY CITY COUNCIL

Annual Report 2018/19



Please note: Page references throughout this document
will be inserted in graphic design version

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Introduction

Acknowledgement of Country

We wish to acknowledge the traditional inhabitants of the land on which we stand, the Aboriginal People, their spirits and ancestors. We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.

Our Vision

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

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 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 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. 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.

Willoughby: City of Diversity

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About this Report

Our Annual Report summarises the performance of Willoughby City Council for 2018/19 against the outcomes in the *Our Future Willoughby 2028* Community Strategic Plan and the activities identified in the *Operational Plan 2018-2019*. It also details the financial results for the past year, and looks to the year ahead. The report aims to provide open, accurate and transparent information for all our stakeholders.

How we Plan and Report

The Community Strategic Plan

The Community Strategic Plan (CSP) is prepared in collaboration with and on behalf of residents, stakeholders, other levels of government and agencies. We use it to steer our planning and achieve the long-term outcomes residents want for Willoughby City. 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. From the CSP we develop our Delivery Program and Operational Plan.

In 2018/19, we worked towards delivering the CSP called *Our Future Willoughby 2028* which Council adopted in June 2018. It's a long-term plan for Willoughby that sets the direction for the next 10 years.

The Delivery Program

In response to the objectives and strategies of the CSP, we developed a four-year Delivery Program. This outlines the services and projects that we will provide during the current Council term and how these services and projects will be funded.

Our Delivery Program 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

Our annual Operational Plan supports the Delivery Program, detailing activities which we undertook from 1 July 2018 to 30 June 2019. The Operational Plan is reported on every six months and reviewed annually. This year (2018/19) was the second year of the Delivery Program.

Annual Report

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

This Annual Report summarises the performance of Council for 2018/19 against the strategic directions in *Our Future Willoughby 2028* and the services and projects identified in the Operational Plan 2018-2019. It identifies the major projects and activities that have been implemented for the past year.

Where to get a copy

All annual reports are available on our website: <http://www.willoughby.nsw.gov.au/About-Council/Forms-Policies---Publications/Annual-Report/>

Our Key Achievements

Outcome 1: A City that is green

- Enhancing environmental management for Middle Harbour and the Lane Cove River catchment (see page [#])
- Saving one million litres of water a year at Willoughby Leisure Centre (page [#])
- Diverting 55% of waste from landfill (page [#])
- Adopting the Our Green City Plan to address climate change and the environment (page [#])
- Joining a landmark renewable agreement to cut greenhouse gas emissions (page [#])

Outcome 2: A City that is connected and inclusive

- Upgrade of Chatswood Library (page [#])
- Refurbishing Chatswood Youth Centre (page [#])
- Holding annual events including Vivid Sydney at Chatswood, Emerge Festival and Lunar New Year Festival. These 3 festivals attracted more than 220,000 people (page [#])
- Providing a hub for multicultural activities at the MOSAIC Centre with more than 50 programs, mostly run by volunteers.

Outcome 3: A City that is liveable

- New regional sporting facilities and playground opened at Gore Hill Park (page [#])
- Drafting the Willoughby Local Strategic Planning Statement (page [#])
- Consultation on the draft housing and local centres strategies (page [#])
- \$24.8 million on capital works including roads and footpaths (page [#])
- Upgrade works completed for 20 parks and playgrounds (page [#])

Outcome 4: A City that is prosperous and vibrant

- Upgrade of local centre streetscapes across the City (page [#])
- Partnering with Service NSW as part of the Easy to do Business program (page [#])
- Partnering with *Destination NSW* to host Vivid Sydney at Chatswood CBD for the fifth year running which attracted 71,000 visitors and injected \$4 million into local businesses

Outcome 5: A City that is effective and accountable

- Implementing Willoughby City's Community Strategic Plan *Our Future Willoughby 2028* (page [#])
- Collaborated with other councils across Sydney to develop the first-ever resilience strategy for metropolitan Sydney (page [#])
- Engaged with 3,085 people through community consultations (page [#])
- Handled 24,000 customer service requests and 70,003 calls to service centre (page [#])

Further detail on the progress of these and other 2018/19 achievements can be found on pages [#]-[#].

Message from the Mayor

It is with great pleasure that I present Willoughby City Council's Annual Report for 2018/19.

This year marked the first year of our Community Strategic Plan *Our Future Willoughby 2028* which describes the community's aspirations and vision for the future. This report demonstrates the results achieved in 2018/19 to bring that vision to life.

One of the biggest projects completed was the Gore Hill Regional Park redevelopment jointly funded by a federal government grant and Council. The project, which included installation of an all-weather playing surface, new floodlighting and gym equipment, enables more people to use Gore Hill Park more often. It also incorporated a 2.4 megalitre stormwater detention tank to ease downstream flooding.

To ensure that Council continues to reflect the community's aspirations, your input is very important to us. We had a tremendous response to our strategic planning consultations. More than 7,000 people had their say and put forward their aspirations and ideas on how we can shape and manage future land use and growth for the next 20 years.

Other major projects included local centre streetscape improvements in Northbridge, Roseville, Willoughby and Willoughby South, an upgrade of Chatswood Library and improvements to Middle Harbour and the Lane Cove River catchment.

Tens of thousands of people turned out to Vivid Sydney at Chatswood. We also hosted the Emerge Festival, inaugural Lunar New Year Festival, Willoughby Symphony concerts and Chatswood Mall Markets. Not only do these festivals and events add to the rich cultural fabric of our City, they also bring economic benefits.

Doing business is getting easier, with our participation in the NSW Government's *Easy to do Business* program making the process for small businesses to open or expand simpler and faster.

I thank my fellow Councillors and Willoughby City Council's staff for their dedication. My thanks to our volunteers who have also contributed their time and energy.

The next year promises to be exciting with an Artarmon Oval surface upgrade, Willoughby Park playground upgrade, Chatswood Park upgrade, Willis Futsal Courts resurfacing, streetscape improvements at Wilkes Avenue, Artarmon and walking track improvements along Middle Harbour Catchment.

It is a great honour to hand over this Annual Report to you on behalf of my fellow Councillors.

Gail Giles-Gidney

Mayor

Willoughby City Council

Chief Executive Officer's Report

Welcome to Willoughby City Council's 2018/2019 Annual Report.

As a council, it's our responsibility to improve the quality of life of the community. In this report you will find projects that we have completed to protect our environment, maintain a sense of community, promote health, and facilitate employment and business opportunities, alongside the many core services we deliver each day. Our projects and services aim to support children, young people, families, older people and people from non-English speaking backgrounds.

Some of the projects we have delivered include upgrades around shopping precincts, a host of park and playground upgrades including Chatswood Park and Muston Park and working with other councils across Sydney to develop the first resilience strategy for metropolitan Sydney.

Our investment in projects and capital works topped \$30 million. The majority was spent on building and parks refurbishment, replacement and construction of other infrastructure assets and stormwater drainage.

We are in a very strong and stable financial position. The Audit Office of NSW Report on Local Government to Parliament shows Willoughby is one of the top five councils in the state in terms of its financial and asset management performance.

We have continued to drive important changes over the last year to strengthen our organisation to better serve Council and the community. This year the importance of corporate culture was front of mind for the organisation with the development of a new corporate direction. The leadership team and I remain focused on promoting a strong culture, one concentrated on delivering to our community and ensuring our employees are satisfied and grow their skills.

We remained vigilant in our audit and reporting functions to ensure they provide the highest level of scrutiny and control. I am satisfied we have adopted a response that is appropriate for our risks.

Thank you to my leadership team, my executive assistant and our staff for their dedication over the past year which has made these achievements possible.

Debra Just

*Chief Executive Officer
Willoughby City Council*

Willoughby City in Profile

[locality map]

Willoughby City Council occupies 23 square kilometres on the lower North Shore of Sydney, 8.5 kilometres north of the Sydney Central Business District (CBD), with its own CBD in Chatswood and a large part of St Leonards.

The 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.

Willoughby is predominantly a residential area, but also has substantial industrial and commercial zones. Plentiful bushland is located along the Lane Cove River and the foreshore of Middle Harbour.

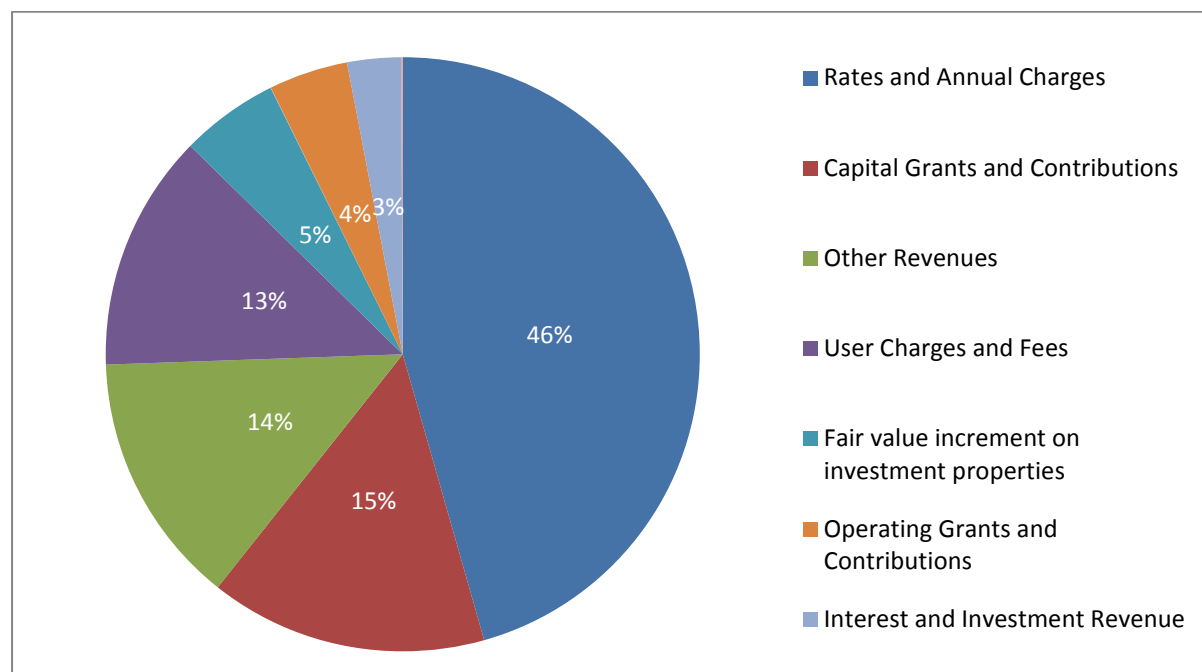
Willoughby City Snapshot

Population	80,339 with growth to 91,848 by 2036
Land area	23km ²
Density	35.47 persons per hectare
Median age	37 years
The largest age group is 35 to 39 years olds	The three largest ancestries are English, Chinese and Australian
18,000 jobs in CBD, 6th highest office space	5th largest CBD for employment, 7th busiest rail station
40,000 people visit Chatswood each day for work and leisure	20 million shopper visits
GRP \$11.18 billion	

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

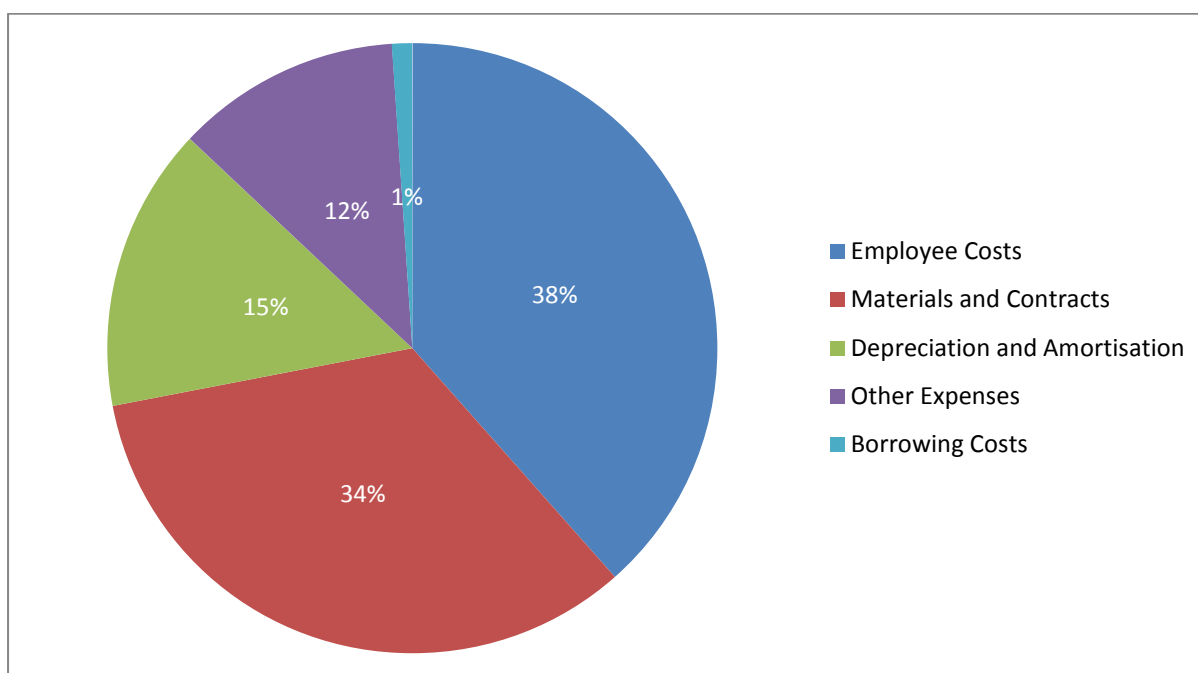
Financial Report

Income: Where our money came from



Total Income	2018/19 \$000
Rates and Annual Charges	66,322
User Charges and Fees	18,774
Interest and Investment Revenue	4,261
Other Revenues	20,035
Operating Grants and Contributions	6,277
Capital Grants and Contributions	21,945
Gains Asset Disposal	120
Fair value increment on investment properties	7,751
Total	145,485

Expenses: Where our money went



Total Expenses	2018/19 \$000
Employee Costs	41,727
Materials and Contracts	36,345
Other Expenses	12,925
Depreciation and Amortisation	16,308
Borrowing Costs	1,166
Loss from Asset Disposal	-
Total	108,471

Major Projects

During 2018/19 major projects included:

- Gore Hill Park redevelopment (see page [#])
- Public domain improvements in Northbridge, Roseville, Willoughby and Willoughby South (see page [#])
- Creation of business and community space in Chatswood Library (see page [#])
- Enhancing natural management for Middle Harbour and the Lane Cove River catchment (see page [#])

Overall, major projects were completed or progressed satisfactorily during the year.

[map of projects 2018/19]

1 Our Performance

Our progress against the Operational Plan 2018/19

Council's Operational Plan 2018/19 provides the activities to be undertaken, along with the resources to implement these. Our Operational Plan 2018/19 identified 412 deliverables. This year 85% of our planned activities were completed or on track (excluding those deferred or cancelled).

Progress of Deliverables as at 30 June 2019

Status	Number of Deliverables	Percent
Completed	193	47
On track for completion as planned/met	149	36
Off track/not met	28	7
Not due to start/not measured	35	9
Deferred or cancelled	7	1

The remainder of this section summarises our achievements during 2018/19. Further details on projects and performance measures can be found in the six-monthly Delivery Program progress report on our website.

Outcome 1: A City that is green

<p>330 hectares of bushland</p>	<p>20km of harbour foreshore</p>	<p>55% of residential waste diverted from landfill</p>
<p>13% decrease in energy use by Council</p>	<p>13% decrease in water use by Council</p>	<p>309KW of solar PV on Council buildings</p>
<p>6,600 participants in 'Live Well in Willoughby' program</p>	<p>215 Willoughby businesses registered with the Better Business Partnership</p>	

Our Green City Plan 2028

The *Our Green City Plan 2028* was adopted by Council during the year. The plan aims to mitigate and adapt to climate change, enhance and protect the environment, encourage sustainable lifestyles and practices and reduce energy, water and waste.

Biodiversity

Willoughby is home to abundant bushland, diverse native flora and fauna, archaeological sites and walking tracks. Council cares for over 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.

Public Reserves

Following lobbying by Council, Burrabru Reserve at Castlecrag was gazetted by the State Government as a public reserve. We carried out amenity improvements including signage, walking tracks and environmental restoration work to allow the community to enjoy the new reserve.

We continue to manage public land under site-specific plans of management.

Water Management

A total of 127,480 kilolitres of water was consumed by Council in 2018/19. Our water consumption decreased by 13% compared to the previous year and was the lowest for the past 5 years.

Council water use

	2014/15	2015/16	2016/17	2017/18	2018/19
Total (kilolitres)	139,565	148,404	129,707	145,806	127,480

A new water filtration system – the first of its kind in Australia – was installed at Willoughby Leisure Centre saving the Leisure Centre one million litres of water and more than \$14,000 in a year. The system, which more efficiently removes micro particles from the water, also saves chemicals, heat loss and electricity. It results in less downtime providing a better experience for Leisure Centre patrons.

We have rainwater harvesting and water reuse systems at Mowbray Park, Northbridge Baths and Northbridge Library.

Energy Use

A total of 42,428 gigajoules of energy was consumed by Council in 2018/19. This represents a decrease of 13% on the previous year. This fall can mostly be attributed to reductions in natural gas and fleet fuel use.

Council energy consumption

	2014/15	2015/16	2016/17	2017/18	2018/19
Total (gigajoules)	53,063	52,291	50,017	48,255	42,428

Our energy consumption has decreased and is the lowest for the past 5 years.

A range of energy-saving projects was undertaken at Council buildings, including energy audits and adding hybrids to our vehicle fleet.

Reducing Greenhouse Gas Emissions

The amount of direct CO₂ emissions produced by Council was 1,067 tonnes in 2018/19 compared to 1,186 tonnes in 2017/18. The reduction in greenhouse gas emissions is largely attributable to reductions in natural gas and fleet fuel use.

Direct greenhouse gas (ghg) emissions

	2014/15	2015/16	2016/17	2017/18	2018/19
Total (tonnes)	1,366	1,282	1,199	1,186	1,067

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

We continued to implement a program of energy efficiency measures including installation of rooftop photovoltaic systems (solar) and improving vehicle sustainability to reduce energy consumption.

We joined 17 other NSW councils to sign a landmark agreement that will see 20% of our retail electricity come from renewable sources starting from 1 July 2019. Procuring 20% renewables allows us to fix our costs until 2030 and reduces our reliance on standard grid power. The electricity supply agreement will save over 1,800 tonnes of CO₂-e every year and save \$37,000 over three years in reduced electricity costs.

Waste Reduction

About 195kg of residential waste per person in Willoughby City was disposed to landfill in 2018/19. The total weight of waste generated by the community in 2018/19 was 26,922 tonnes compared to 30,040 tonnes in 2017/18. Of this total, 13,241 tonnes was sent to landfill and represents a waste diversion rate of 55% to processing and recycling facilities. This is an improvement on the previous year's diversion rate of 49%.

Community waste to landfill (tonnes)

	2014/15	2015/16	2016/17	2017/18	2018/19
Total (tonnes)	11,693	10,077	17,728	15,608	13,241

We introduced a free mattress collection service for residents. Mattresses are collected and taken to a recycling facility where they are dismantled and recycled by social enterprise Soft Landing.

We also removed single-use plastics from our operations.

Live Well in Willoughby Program

Almost 7,000 residents participated in more than 130 events and workshops in 2018/19 as part of the 'Live Well in Willoughby' program. The program aims to engage the local community and involve them in environmental activities to encourage living more sustainably. The program focuses on the themes of home and lifestyle, energy efficiency, transport, nature and food and garden. Participant satisfaction with the program was 95%.

Sustainable Procurement

We are committed to sustainable procurement and endeavour to design quotations and tenders to provide goods, services, capital projects and/or processes that minimise environmental and negative social impacts and achieve value for money.

Natural Area Management Middle Harbour and Lane Cove River

We implemented projects outlined in the Reserve Action Plans for Middle Harbour and Lane Cove River catchments. This included rehabilitation, revegetation, stormwater management and pest, plant and animal management.

Our Plans for the Year Ahead

- Conduct inventory of public trees
- Implement sustainable fleet and plant strategy

Outcome 2: A City that is connected and inclusive

<p>628</p> <p>visits to Chatswood Library per month per 1,000 population</p>	<p>5,000m²</p> <p>of books, resources and reference material at Chatswood Library</p>
<p>Willoughby's libraries have the third highest circulation per capita out of 101 NSW libraries</p>	<p>25</p> <p>groups received annual community grants</p>
<p>25,521</p> <p>volunteer hours valued at</p> <p>\$920,000</p>	

Community Events

Our annual program of events includes the Emerge Festival, Australia Day, inaugural Lunar New Year Festival, Willoughby Symphony concerts and Chatswood Mall Market.

Library Services

Chatswood Library had a major upgrade in 2018/19. This upgrade included a new entry, foyer area and service point, three new hireable meeting spaces, creation of a new quiet study zone, new local history display areas and a makerspace.

Willoughby City's libraries are not only valued learning and resource centres but contribute to quality of life, providing valuable social interaction for residents. In addition to books, resources and reference material, our library service also offers drop-in tech help, storytime and author talks.

Children and Youth

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.

Council operated Chatswood Youth Centre was refurbished during the year to enhance recreational opportunities. The works included soundproofing of the music room, repairs and painting.

We also work in partnership with other councils and service providers and provide information on available support services and programs within the community.

To celebrate National Youth Week, we presented in conjunction with Mosman, North Sydney, Lane Cove, Ryde, Willoughby, Ku-ring-gai and Northern Beaches Councils, Shoreshocked an all-ages drug and alcohol free event. The event featured live music and attracted 1,700 people. It is one of our many initiatives to provide recreational, personal and skill development opportunities for young people of the local area.

Older Adults and People with a Disability

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

Council provides a home delivery library service to deliver a range of product from the libraries. We also conduct computer assist programs, wellness, education, spiritual and social activities.

We continued to implement the *Disability Inclusion Action Plan 2017-2021*. The plan aims to make Willoughby an inclusive and accessible city for everyone. Key achievements in 2018/19 were:

- improved access and inclusion to our events
- partnerships with community organisations to promote access and inclusion events including Dance to the Nines, Seniors Festival, Dementia Cafe and Blend Art Space
- the LOOP Transport Service upgraded to include accessible access.

Multicultural Services and Programs

The City is home to residents from a variety of cultures and backgrounds. Council's Multicultural Services delivers a range of programs that cater to the needs of our diverse community.

The MOSAIC Centre provides more than 50 programs, mostly run by volunteers, to bring together residents to support one another, and to 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. Council also provides a range of brochures in community languages.

We support the Aboriginal Heritage Office which monitors Aboriginal sites and ensures their preservation. Its role is to also develop a deeper understanding of the culture of the Aboriginal people.

Visual Arts

Exhibitions on the visual arts calendar included *'Pressed for Time'* an exhibition of printmaking and experimental drawing, *'Ancient Song's Philosophy Reflecting in Contemporary Australia'*, which presented traditional Chinese landscape painting and *'Smart Expressions'* showcasing HSC artworks from local high school students.

Environmentally and People Friendly Transport

We continue to work on a variety of transport projects designed to create a more people-friendly environment and also help reduce the City's carbon footprint. Programs include strategies to improve safety and amenity for pedestrians and cyclists and increase access to public transport.

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

Bike Plan

Implementation of Council's Bike Plan continued. The plan guides the provision of cycling infrastructure and facilities throughout our local area. During the year, we completed bicycle route improvements at a number of locations including:

- Mowbray Road to Victoria Avenue, Chatswood via Devonshire Street, Claude Street and Spring Street - bicycle route markings
- Orchard Street and Johnson Street Chatswood pedestrian and bicycle refuge
- Centennial Avenue to Frank Channon Walk Chatswood via Whitton Road, Oliver Road, Albert Avenue and Crispe Lane - bicycle route markings and shared path route improvements

Providing Parking

Vehicle parking is at a premium in the Willoughby local area. By enforcing parking regulations seven days a week and providing after hour patrols, we are helping to ensure public safety, turnover for traders, accessibility and amenity of streets.

Local Area Traffic Management

We installed traffic management devices at a number of locations including:

- Castle Cove Drive and Deepwater Road, Castle Cove - guard rail safety improvement
- Ashley Street, west of Peshurst Street, Roseville - raised threshold traffic flow improvement device
- Eastern Valley Way and Victoria Avenue, North Willoughby - pedestrian fences safety improvement

Council also successfully lobbied Roads and Maritime Services for a right turn light at Eastern Valley Way.

Community Transport

The Loop and Artarmon Loop is a free community bus service to key destinations within the local area.

Our Plans for the Year Ahead

- Conduct Community Wellbeing Survey
- A busy year-round calendar of events and festivals including Vivid, Lunar New Year Festival and Emerge
- Roll out an ongoing program of traffic works and upgrades to roads, bike paths and footpaths across Willoughby and traffic and parking strategies to manage traffic congestion
- Complete a concept design for a shared path for pedestrians and cyclists on the Pacific Highway between Mowbray Road, Artarmon and St Leonards Station

Outcome 3: A City that is liveable

29,993 dwellings	425 hectares of open space
288km of sealed roads	\$29.7m projects and capital works expenditure
66,597m² of roads resheeted	3,887m² of footpaths constructed or improved

Managing Growth and Development

The managed growth of Willoughby City will be guided by the Local Centre Strategy which was drafted following extensive community consultation. The Strategy will inform the review of our Local Environmental Plan which will be prepared during 2020. The Local Environmental Plan determines how and where development can occur.

We also engaged with the community on planning strategies for Willoughby Local Village Centres and Housing to revitalise our local centres.

Open Space

Council has a variety of active and passive open spaces. While the area of open space remains static, we are looking at ways to maximise the activation and utility of our spaces.

We continued our works programs to upgrade parks and playgrounds including Chatswood Park, Muston Park, Chatswood Skate Park, Northbridge Oval, Beauchamp Oval, Bicentennial Oval, Artarmon Reserve, Warners Park, Thompson Park and Willis Park.

Gore Hill Park

New facilities at Gore Hill Park were completed in 2018/19. The project included the installation of a synthetic field, new floodlighting, accessible playground and outdoor gym. It also incorporated a 2.4 megalitre capacity stormwater tank. The tank sits below the field and acts as temporary water storage during major storm events so the oval and areas downstream do not flood. The synthetic field provides more than double the playable hours than the old natural field. It was funded by the federal government (\$9.5 million) and Council (\$1 million).

The redevelopment of Gore Hill Park was recognised with a high commendation in the community facility of the year NSW/ACT category of the Parks and Leisure Australia Awards.

Council's work in mentoring Holly Cowdrey as the project manager was recognised by it winning the national Susan Grace Benny Award. The award is sponsored by the Department of Infrastructure, Regional Development and Cities in partnership with the Australian Local Government Women's Association.

Willoughby Leisure Centre

Willoughby Leisure Centre has an eight-lane 25-metre indoor pool, a well-equipped gym and two indoor sports courts available for hire to members and sporting groups. The Centre also provides regular learn-to-swim classes and children's vacation care. Just under 3000,000 visits were made to the Centre in 2018/19 and it is home to Willoughby Swim Club.

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 DA tracking tool allows monitoring from initial application lodging through to assessment. Interested parties can login to view how an application is progressing.

Last year, 374 applications of a total value of \$734,485,463 were processed.

Affordable Housing

Our 32 residential units provide reduced cost housing for people on low to moderate incomes who are working in essential services including child care, emergency services, health, education, public transport, retail and hospitality.

Council continues to review its capacity to undertake 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 are responsible for protecting and managing environmental heritage in the City. We do this by identifying and listing heritage items and heritage conservation areas, and through planning controls which 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 and/or heritage conservation area. A review of additional heritage items and a conservation zone was undertaken in 2018/19.

Capital Works Projects

In 2018/19, Council invested \$24.8m on capital works. The program included a broad range of major street upgrades, road and footpath resurfacing projects, public street lighting, public art restoration and building construction.

Asset Management, Renewal and Maintenance

We are responsible for the management and maintenance of infrastructure assets within the local government area including roads, footpaths, kerbs and stormwater drainage systems and bridges and fences.

One of the most significant challenges Council continues 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. The plan will help us ensure assets are renewed over the long term in the most cost-effective way.

Roads and Footpaths

During 2018/19, 66,597m² of road were resheeted and 3,887m² of footpaths were constructed or improved.

Our Plans for the Year Ahead

- Review planning controls to manage development in the City
- Develop final Local Centre and Housing Strategies

- Finalise detailed plans for the Willoughby Leisure Centre (including a new lap pool, sauna and learn to swim facility)
- Redevelop the former Northbridge Bowling Club site
- 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

<p>\$11.43B</p> <p>Gross Regional Product</p>	<p>71,852</p> <p>jobs, local government area</p>
<p>12,905</p> <p>businesses in local government area</p>	<p>One of the biggest retail centres in Australia - with over 700 shops in Chatswood and a pedestrian flow of over 50 million people a year in Chatswood Mall</p>

Public Domain Improvement Program

We continued to implement its Public Domain Improvement Program upgrading public domain in Northbridge, Roseville, Willoughby and Willoughby South.

Vivid Sydney at Chatswood

Vivid Sydney at Chatswood CBD was held for the fifth year running with Council partnering with *Destination NSW* and local businesses. The festival ran for 23 nights and featured outdoor interactive light installations and projections. 71,000 people attended the event which delivered a \$4m economic benefit to the 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.

Easy to do Business Program

We partnered with Service NSW as part of the *Easy to do Business* program, which aims to make opening or expanding a small business easier by tackling the time, complexity and duplication issues that business owners face. 26 businesses ranging from a karaoke bar and a tour operator to an importer and a consultancy were assisted through the program.

Business Support

We work to help businesses of all sizes grow and develop through our online web portal for businesses. The portal provides resources to help with running a business such as tools, 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 on approvals and permits needed when starting or running a business in Willoughby.

Digital Hub

We explored the feasibility of opening a digital hub in Chatswood and engaged a community of interested people over a 3 seminar series.

Our Plans for the Year Ahead

- Develop Precinct and Visitation Strategy for The Concourse
- Refresh public domain around shopping precincts, including Wilkes Avenue, Artarmon, and Penshurst Street, Willoughby

Outcome 5: A City that is effective and accountable

<p>413 Staff (FTE)</p>	<p>180+ projects and capital works delivered</p>	<p>73,165 Help & Service calls received</p>
<p>3,087 people engaged and consulted</p>	<p>Staff turnover: 14%</p>	

Metropolitan Resilience Strategy

We worked with other councils across Sydney to develop the Resilient Sydney Strategy, the first resilience strategy for metropolitan Sydney. We hosted a community workshop to better understand how well equipped the community is to cope with both the everyday stresses such as housing affordability, as well as major shocks including extreme weather.

Stakeholder Engagement and Consultation

This year we engaged with the community on 69 projects including planning strategies for Willoughby Local Village Centres and Housing, options for the former Artarmon Bowling Club and the Our Green City Plan. Our Have Your Say website received 23,138 visits from people seeking information about a range of projects with over 3,000 people giving their feedback.

Help and Services Centre

Our Help and Services Centre continue to provide customers with information on Council services. In 2018/19, 73,165 calls were processed by the Help and Services Centre.

We are improving customer experience. In 2018/19 the mystery calling program customer satisfaction index increased by 11 points.

In an exciting step, robotics process automation was introduced in the Help and Services Centre. This initiative saved more than 6 weeks of staff by automating simple repetitive processes to allow staff to focus on more important and complex activity.

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 2018/19, the program allocated \$103,000 to 25 community organisations.

Achieving Greater Efficiencies

Identifying and making improvements to its processes enables Council to improve efficiency and customer service. We undertook several business improvements during the year including a review of our customer service processes and improvements to development application processing.

Enhancing Technology Infrastructure

During the year we prepared for a replacement of our corporate systems. The new corporate systems will be a contemporary solution which is fully integrated. Other IT projects include the provision of portable multilingual audio equipment to enable people from a non-English speaking background to participate in our community consultations and a review of our website to improve functionality and delivery of information.

Our Plans for the Year Ahead

- Our budget for 2019/20 provides for a surplus of \$6.0m before capital revenue and \$9.5m when capital revenue is accounted for
- Conduct Community Perception Survey
- Complete review of our website
- Prepare Customer Experience Improvement Strategy
- Enhancements to online customer services
- Upgrade our Council Help and Service Centre
- Start rollout of new corporate IT systems

2 Corporate Governance

Our Councillors

[photo - Mayor and councillors]

Mayor Gail Giles-Gidney

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
0405 149 972
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 Council

Council operates under the *Local Government Act 1993*. The Council is responsible for providing leadership, monitoring the performance of Council, overseeing the allocation of the Council's resources and determining policies of Council.

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 accordance with our Code of Meeting Principles and Practices.

Council Meeting Attendance

The Council met a total of 18 times during the year. Attendance at Council meetings from 1 July 2018 to 30 June 2019 was as follows:

Councillor	Number of Council and Extraordinary Meetings Attended
Gail Giles-Gidney	16
Craig Campbell	15
Stuart Coppock	6
Hugh Eriksson	16
Denis Fernandez	17
Tony Mustaca	16
Wendy Norton	18
Angelo Rozos	14
Judith Rutherford	16
Lynne Saville	13

Councillor	Number of Council and Extraordinary Meetings Attended
Christine Tuon	17
Nic Wright	17
Brendon Zhu	18

Our Code of Conduct

We have adopted a Code of Conduct that applies to all 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 Council resources.

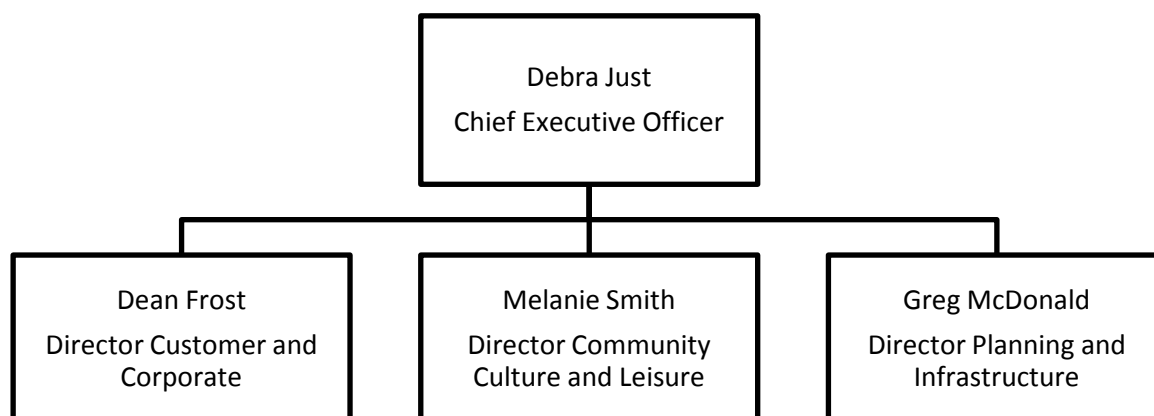
Community Engagement Strategy

We are committed to engaging with our stakeholders in the development of plans, policies and the delivery of services for the community. All our community engagement is guided by our *Community Engagement Strategy*. This 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.

Our Staff

The Executive Leadership Team

[photo –Executive Leadership Team]



Staff and Recruitment

Retaining and Attracting High-Quality Employees

Offering opportunities for personal and career development allow us to continuously attract and retain high-quality staff. The number of full-time equivalent permanent staff remains stable at 365.49. Our total number of staff members remains stable in 2018/19 at 400 employees.

Number of Staff

	2015/16	2016/17	2017/18	2018/19
Total staff full-time equivalent (FTE)	365.79	352.83	370.99	365.49 ¹
Total staff headcount	406	387	401	400

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, will ensure that 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 continually reviewed to ensure they are consistent with the principles of EEO. These principles are the cornerstone of our recruitment, selection and development processes. They are also incorporated into all relevant internal training programs.

Our commitment to EEO is also extended to members of the public accessing Council services.

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. We also provide a Health and Wellbeing Program to help 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

We are responsible for providing the best possible standard of workplace health and safety for all employees, contractors, volunteers and visitors to our premises. Council actively promotes 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.

¹ The difference between total staff full-time equivalent (FTE) and our budget allocation of 413 FTE is due to vacancies for 2018/19

Corporate Governance

Setting Strategic Direction

The Community Strategic Plan outlines the desired outcomes for the Willoughby City community. We track progress toward achieving the overall goals of the plan on a biannual basis. For further information you can view the six-monthly Delivery Program progress report on our website.

Ethical and Responsible Decision-Making

High Standards of Conduct

Council fosters 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. Our staff must adhere to the Code of Conduct Policy and Procedures. Our Code of Conduct guides managing actual and perceived conflicts of interest.

We are committed to preventing corrupt conduct by implementing and regularly reviewing a range of strategies that avoid, detect and investigate corrupt conduct. This includes training on the Code of Conduct during 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, Council applies the principles and obligations within the *Privacy and Personal Information Act 1998*. Our Privacy Management Plan provides an outline of how we observe and adhere to privacy legislation and manage personal information held throughout the organisation.

Compliance Management

While the main functions of Council 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 to staff how to carry out their duties in a transparent and fair manner when purchasing goods, services and works by Council and dealing with contracts and tendering.

Audit and Risk

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee independently review the objectivity and reliability of Council's financial information, and ensures financial statements are supported by appropriate management sign off on the adequacy of internal controls. A special meeting is held to review our annual financial statements.

Internal Audit

The internal audit function brings a systematic, disciplined approach to evaluate and improve organisational systems, processes and reporting.

External Audit

A private firm appointed by The Audit Office annually audits Council's financial statements. They provide an independent opinion on whether our financial statements are true and fair and comply with applicable Australian Accounting Standards.

Fraud Controls

We are committed to implementing and maintaining fraud controls and meeting all legislative compliance obligations. During the year, Council adopted its Fraud and Corruption Prevention Policy and Fraud and Corruption Prevention Plan. We continue to raise awareness of fraud risk and fraud control responsibilities through:

- a fraud and corruption prevention training program for staff
- an internal reporting process for the management of public interest disclosures
- the adoption of the Fraud and Corruption Prevention Policy and Fraud and Corruption Prevention Plan
- implementation of 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 and the Annual Report.

Open Access Information

We are committed to complying with the *Government Information (Public Access) Act 2009*, usually called the GIPA Act. In accordance with the GIPA Act, certain documents are available on our website or are available 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. Such requests are accepted unless there is an overriding public interest against disclosure.

Public Interest Disclosures

Councillors and our staff are encouraged to report what they believe to be serious wrongdoings within the organisation. We are required under the Public Interest Disclosures Act to collect and report on information about public interest disclosures (PIDs). No PID was made for the period 1 July to 30 June 2019.

Our PID policy is available on our website at www.willoughby.nsw.gov.au.

Council's Disclosures Coordinator and Disclosures Officers are responsible for receiving PIDs.

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 keeping a gifts and benefits register.

Recognising and Managing Risk

Our risk management framework is embedded in our strategic and operational policies and practices. We maintain and regularly review our risk registers for key strategic, operational and significant project risks.

Formal Risk Management

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

Informal Risk Management

Information on Council's risks emerges from many and various sources, including members of the public and employees. Risk management responses are initiated on receipt of the information received.

3 Other Statutory Information

This section contains additional legislative information that Council is required to disclose.

Overseas Visits

No paid overseas visits were undertaken by councillors, staff or other persons representing 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:

Allowances and Fees	Amount (\$)
Mayoral allowance	43,150
Councillors' fees and allowances	257,269
Total	300,415

Councillors incur expenses in the course of fulfilling their roles. Our Mayor and Councillor Facilities and Benefits Policy provides for the following benefits:

Councillor Expenses	Amount (\$)
Office equipment	0

Councillor Expenses	Amount (\$)
Communications	18,178
Consultancy	0
Conference and seminars	27,623
Training and provision of skill development	31,605
Legal expenses	0
Sustenance	32,964
Transport costs (taxi, internal plant cost for site visits)	4,410
Membership subscription	0
Sundries	3,339
Total	118,119

The Mayor and Councillor Facilities and Benefits Policy is available to view on our website.

Contracts Awarded

Purchasing decisions are made in compliance with Section 55 of the *Local Government Act 1993*. The following major contracts and agreements (>\$150,000 each) were awarded:

Contractor	Goods and Services Supplied	Amount (\$)
TechnologyOne Limited	Corporate systems replacement	7,911,050
Tuff Turf N Co Pty Ltd	Northbridge Oval synthetic surface renewal	978,345
Landscape Solutions	Artarmon Parklands landscape improvements	912,147
Growth Civil Landscapes Pty Ltd	Muston Park playground upgrades	787,720
Silver Raven Pty Ltd	Artarmon Road bridge repairs	625,000

Contractor	Goods and Services Supplied	Amount (\$)
Civil Constructions Pty Ltd	Construction of gross pollutant trap – Fleming Park	407,576
BMS Services (SYD) Pty Ltd	Cleaning services at Willoughby Leisure Centre	396,504
Never Stop Water Group	Construction of gross pollutant trap - Burra Rd, Artarmon	327,279
Urban Maintenance Systems Pty Ltd	Grass mowing	271,161
Concrete Skate Park	Chatswood Skate Park upgrade	190,000
Novatech Creative Event	Projection equipment Vivid Sydney at Chatswood	182,500
Furness Landscaping Enterprises	Playground, landscape construction Jersey Rd, Artarmon	158,466

Legal Proceedings and Costs

During 2018/19, Council incurred legal costs in relation to legal proceedings as follows:

Details	Status	Cost (\$)	Legal Cost Recovery (\$)
Land and Environment Court			
IHO/Class 1 - LEC:2018/57891- Interim Heritage Order	Complete	77,645	-25,000
EO 2972/Class 1 - LEC: 2018/57862 - Emergency Order 2972	Complete	28,985	
EO 2973/Class 2 - LEC: 2018/57885 - Emergency Order 2973		54,756	
Class 1 Appeal against the issue of an interim heritage order. Complete			
Class 4 Challenge to CDC. LEC: 2018/00145847. CD-2018/43 Class1 Appeal against issue of emergency order.	Complete	1,550	
S.56A Appeal LEC: 2018/183462 Class 2 Appeal against emergency order	Complete	1,078	
Class 1 Appeal - L&EC Proceedings 2016/154425. DA 2015/99	Proceedings discontinued. Complete	7,320	
Class 1 - L&EC 137842 of 2018. DA 2017/484	Appeal discontinued. Complete	15,858	
Class 1 - L&EC 390194 of 2018. DA 2017/484/A	Matter resolved. Complete	35,589	
Class 1 - Land & Environment Court 2019/50933	Appeal discontinued.	6,664	

Details	Status	Cost (\$)	Legal Cost Recovery (\$)
Deemed refusal	Complete		
Class 1 - WCC ats Duncan Lee - LEC 2018/391545 DA 2018/189	Determined by Willoughby Local Planning Panel. Complete	25,000	
Class 4 - Unauthorised Work. Order No. 2742 Class 1 development appeal	Ongoing	35,141	
Class 1 (Jayson Mai) Court Proceedings No. 59460 of 2017 Class 1 development appeal	Ongoing	32,143	-10,000
Unauthorised works Class 4 proceedings	Ongoing	11,006	
Extension of trading hours for Monkey Bar Hotel. LEC 348236/2018. DA 2018/238.	Approved by Land and Environment Court. Complete		
Class 1 Appeal - mixed use development. LEC 2017/244782. DA 2014/419/B.	Ongoing	22,310	
Class 1 Appeal - Land & Environment Court Proceedings 2019/86793. DA 2018/430.	Complete	15,000	
Class 1 Appeal - Deemed refusal of childcare centre. Case No. 2017/169864. DA 2016/263.	Complete	20,272	
Class 1 Appeal - Land & Environment Court Proceedings 2018/00243687. DA 2018/191.	Ongoing	\$46,373	
Class 1 Appeal - Land & Environment Court Case 19/112220 - DA 2019/12	Complete	161,279	
Class 1 proceedings - deemed refusal of boarding house	Ongoing	63,792	
Class 1 Appeal against refusal of 80 place childcare centre	Ongoing	30,900	
Total		692,661	-35,000

Details	Status	Cost (\$)
Local Court		
TWM Hospitality Group Chatswood 2 Pty	Complete (win)	7,406
Appeal Regarding PIN3137336887 - Proceedings 2018/114172 & 2018/116033	Complete (win)	1,452
Prosecution of breach of TPO - EP&A Act 1979 - Yue Li	Complete (win)	17,355

Details	Status	Cost (\$)
BOS Engineering Pty Ltd	Complete (win)	1,564
Sahade	Complete (win)	5,450
Yuzhen	Complete (win)	83
Payne Investments NSW Pty Ltd	Complete (win)	4,400
Khatchadourian	Complete (win)	2,440
Breaking of Conditions of Consent - Penalty Infringement Notice 3192462296	Complete (win)	2,490
Development not in accordance with Consent	Complete (win)	2,134
Total		44,774

Details	Status	Cost (\$)
Miscellaneous		
Company search	Complete	404
Company search	Complete	2,427
Company search	Complete	2,555
Total		5,386

Details	Status	Cost (\$)
Legal Advice		
Advice regarding proposed order to demolish work carried out under CDC	Complete	2,455
Advice regarding proposed order to demolish work carried out under CDC	Complete	2,301
Miscellaneous	Complete	640
Stormwater easement advice. Advice regarding deferred commencement condition. Further instructions received to review draft easement documents prepared on behalf of developer. Draft documents and advice provided	Complete	3,952
Advice regarding Voluntary Planning Agreement for Gore Hill	Complete	715
WCC-Review Voluntary Planning Agreement Policy Exhibition Draft copy of the Voluntary Planning Agreement Policy provided 23 August 2018	Complete	10,000
WCC Ats HD Education Consultancy Pty Ltd. DA 2018/158	Complete	374
Total		20,437

Works Carried Out on Private Land

In 2018/19, 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 Council to offer services and deliver projects. We were a party to the following partnerships, cooperatives and joint ventures:

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.
Civic Place Trust	The Trust is a public fund established to hold donations and bequests and to assist in the maintenance and operation of the various facilities within The Concourse in Civic Place.
Dougherty Apartments Retirement Housing Project	A Company Limited by Guarantee, membership comprising Council and the NSW Department of Housing. The Apartments, which are at No 1 Victor Street, Chatswood, is a 168 bed aged care facility that provides a mixture of accommodation consisting of residential care rooms, a dementia wing and retirement units.
MOU Harvesting of Treated Water from Lane Cove Tunnel Lane Cove West	Memorandum of Understanding between 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 within 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 (NSROC)	An organisation representing issues in local government for the Greater Sydney region.
StateCover	StateCover is a company providing workers' compensation insurance cover to the NSW local government industry and specifically Council. Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

Program	Description
Statewide 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.
Sydney Coastal Councils Group (SCCG)	The Group comprises of 9 councils that 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 Emergency and Rescue Management Act, 1993</i> .

Functions Delegated by Council to External Bodies

We did not delegate functions to any external bodies during 2018/19.

Controlling Interest in Companies

Council has 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 \$1,200,191.

The total remuneration packages for our senior staff for the period 1 July 2018 to 30 June 2019 was:

Position	Total Remuneration (\$)
Chief Executive Officer	\$380,000
Senior Staff	\$820,191
Total	\$1,200,191

Stormwater Management

Council levied an annual charge for stormwater management services.

Coastal Protection Services

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

Fisheries Management Act 1994 and Threatened Species Conservation Act 1995

Council is 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.

During 2018/19, Council received 22 reports of alleged dog attacks. As required, all dog attacks were reported to the Office of Local Government within 72 hours.

We conduct companion animal community education programs. This includes 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 Willoughby City's parks are off leash areas for the exercise of dogs.

Council spent approximately \$35,522 on companion animal activities.

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 following functions were categorised as being business activities and ones to which the principles of competitive neutrality would be applied:

Category 1:

Turnover of More than \$2m per annum

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 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

Name	Description of Activity
	between ages 0-12 years at a registered carer's home.
Before(BSC)/After School Care (ASC) & Vacation Care	<ul style="list-style-type: none"> • Artarmon (BSC & ASC) • Chatswood (ASC) • Bales Park (ASC) <p>Before school care hours are from 7.30am to 9am and after school care hours are from 3pm to 6pm. In addition Council, in conjunction with the State Government, operates vacation care services at the following centres during school holidays:</p> <ul style="list-style-type: none"> • Artarmon Vacation Care Centre • Bales Park Vacation Care Centre • Chatswood Vacation Care Centre.
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 2019 disclose the operating results for category 1 and category 2 activities.

Special Rates and Levies

Council has two levies – Infrastructure Levy and Environmental Levy (e.restore) – arising from two approved Special Rate Variations. The additional income raised through these levies (and the movement in the associated reserves) is shown in the Audited Financial Statements.

Rates and Charges Written Off

Rates and charges totalling \$458,548 were written off this fiscal year as shown in the table below.

Rates and Charges	Amount
Rates Written Off	\$457,435.19
Interest Charges Written Off	\$1,112.90

Access Applications

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

Number of access applications received

During the reporting period, Council received a total of 29 access applications.

Number of refused applications

During the reporting period, we refused none of the access applications.

Number of applications refused	Wholly	Partly	Total
0	0	0	0
% of total	0	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	0	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	5	1	0	0	0	0	0	0	6	21
Members of the public (other)	16	4	2	0	0	0	0	2	22	79
Total	21	5	2	0	0	0	0	2	28	
% of Total	75	18	7	0	0	0	0	5		

* 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 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
Personal information	0	0	0	0	0	0	0	0	0	0

	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
applications¹										
Access applications (other than personal information applications)	19	4	2	0	0	0	0	0	25	89
Access applications that are partly personal information applications and partly other	2	1	0	0	0	0	0	0	3	11
Total	21	5	2	0	0	0	0	0	28	
% of Total	75	18	7	0	0	0	0	0		

* 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 the Act)	1	100
Application is for excluded information of the agency (section 43 of the Act)	0	0
Application contravenes restraint order (section 110 of the Act)	0	0
Total number of invalid applications received	1	100
Invalid applications that subsequently became valid applications	1	100

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	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	3	27
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	5	45
Business interests of agencies and other persons	0	0
Environment, culture, economy and general matters	3	27
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
Total	11	

* 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)	28	100
Decided after 35 days (by agreement with applicant)	0	0
Not decided within time (deemed refusal)	0	0
Total	28	

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 NCAT	0	0	0**	0

	Decision varied	Decision upheld	Total	% of Total
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.

** One review in progress at 30 June 2019.

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

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

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 2018/19 financial year.

Land	Parties to Agreement	Description of Agreement
ABC site at Gore Hill - 217 Pacific Highway (corner Campbell St) Artarmon*	Lindsay Bennelong Developments Pty Ltd	The developer must provide: (1) a community building, (2) a shuttle bus service, and (3) a sporting and recreation facility in lieu of s.94 and s 94A contributions.
65 Albert Avenue Chatswood	Mandarin Development Pty Ltd	Monetary contribution towards a shortfall in car parking arising from the development.
1 Anderson Street Chatswood	Westfield Shopping Centre	The Voluntary Planning Agreement makes a monetary contribution towards a shortfall in car parking arising from the development of the Anderson Street 'Eat Street' area.
73 Albert Avenue Chatswood	Iglu No 202 Pty Ltd	Dedication of Thomas Lane road reservation land and Thomas Lane embellishment works.
654-666 Pacific Highway, 2A Oliver Road and 1 Freeman Road Chatswood	Daraki Holdings	Dedicates 3 metres along Oliver Road for the purposes of local road widening, and (2) dedicates one metre along Freeman Road for the purposes of local road widening.
Gore Hill Technology Park (former ABC site) Lots 1-6 DP 270714 Broadcast Way Artarmon	Lindsay Bennelong Developments Pty Ltd and Gore Hill Developments 1,2 and 3	Monetary contribution for a sporting and recreation facility and the provision of a bus service. The agreement sets out how and when the funding and bus service will be provided.
12 Frederick Street St Leonards	Dexus Projects Pty Limited	Monetary contribution towards sports and recreation facilities and/or traffic management in the Willoughby local government area.

* Revoked by new Voluntary Planning Agreement from 27 September 2017

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 2018/19 were as follows:

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 SP Act	37
Inspections that resulted in a certificate of non-compliance under cl 21 of the Swimming Pools regulation	18

Councillor Professional Development

A councillor professional development program is delivered over the term of the Council to build the skills, knowledge and personal attributes necessary to be an effective Mayor or Councillor. The following Councillor professional development activities were undertaken in 2018/19:

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
Professional Development													
Coaching Program - Kantor Profile and Methodology	•	•									•	•	
Local Government NSW Annual Conference	•	•		•		•	•	•			•		
Sydney Planning Summit					•								
Executive Certificate for Elected Members													•
Public Sector Women in Leadership Workshop													•
So You've Made it to Manager - How to Survive and Thrive													•
Social Media													•
Workplace Behaviour													•
Emotional Intelligence = Success													•
Code of Conduct Refresher Training	•	•		•		•	•		•	•	•		•
National Australian Local Government Women's Association Conference											•		
Conflict Management and Resolution											•		
National General Assembly of Local Government	•	•		•							•		
Councillor Briefing													
Risk Management Framework Councillor Briefing	•	•					•		•	•	•		•
Heritage Review Councillor Briefing	•	•					•		•	•	•		•
Western Harbour/Northern Beaches Tunnel Link Councillor Briefing	•	•			•	•	•	•	•		•	•	•
Community Perception Survey Results Councillor Briefing	•	•			•	•	•	•	•		•	•	•
Advisory Committee Review Councillor Briefing	•	•			•		•	•	•		•	•	•
End of Year Financial Reports Councillor Briefing				•		•	•		•		•		•
Draft Volunteer Planning Agreement Policy Councillor Briefing				•		•	•		•		•		•
Northern Beaches Tunnel Link Councillor Briefing	•	•				•	•	•	•	•	•	•	•

Activity	Cr Giles-Gidney	Cr Campbell	Cr Coppock	Cr Eriksson	Cr Fernandez	Cr Mustata	Cr Norton	Cr Rozos	Cr Rutherford	Cr Saville	Cr Tuon	Cr Wright	Cr Zhu
Planning Assessment Procedures Councillor Briefing	•	•				•	•	•	•	•	•	•	•
Local Environmental Plan Review "Health Check" Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
Code of Conduct and Confidentiality Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
End of Year Financial Position Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
Artarmon Community Facilities Review Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
Artarmon Bus Loop and Bus Loop Services Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
CBD Special Event Sponsorship Councillor Briefing	•	•			•	•	•	•	•	•	•	•	•
Draft Housing Strategy Councillor Briefing	•	•		•		•	•	•	•			•	•
Draft Local Infrastructure Contributions and Plan Councillor Briefing	•	•		•		•	•	•	•			•	•
Draft Planning Agreements Policy Councillor Briefing	•	•		•		•	•	•	•			•	•
Draft Local Centres Strategy Councillor Briefing	•	•		•		•	•	•	•			•	•
St Leonards Crows Nest Planning Precinct 2036 Plan Councillor Briefing	•	•				•	•	•			•	•	•
Operating Models for the Concourse Councillor Briefing	•	•				•	•	•			•	•	•
Code of Meeting Practice Councillor Briefing	•	•				•	•	•			•	•	•
Review of Advisory Committees Councillor Briefing	•	•				•	•	•			•	•	•
Code of Conduct Councillor Briefing	•	•		•		•	•		•	•	•		•
Quarterly Budget Review Councillor Briefing	•	•		•		•	•		•	•	•		•
Code of Conduct Councillor Briefing	•	•			•		•		•	•	•	•	•
Council Cab Councillor Briefing	•	•			•		•		•	•	•	•	•
Budget Significant Projects (Projects and Capital Works) and Long Term Financial Plan Councillor Briefing	•	•				•	•		•	•	•	•	•
Willoughby Leisure Centre Councillor Briefing	•	•				•	•		•	•	•	•	•
Northbridge Car Park Councillor Briefing	•	•				•	•		•	•	•	•	•
Fraud and Corruption Policy Councillor Briefing	•	•				•	•		•	•	•	•	•

Activity	Cr Giles-Gidney	Cr Campbell	Cr Coppock	Cr Eriksson	Cr Fernandez	Cr Mustata	Cr Norton	Cr Rozos	Cr Rutherford	Cr Saville	Cr Tuon	Cr Wright	Cr Zhu
Draft Operational Plan and Budget Councillor Briefing	•	•		•		•	•	•	•		•		•
Vegetation Management Workshop	•	•		•		•	•	•	•		•		•
Vivid Chatswood CBD Councillor Briefing	•			•			•		•	•		•	•
Quarterly Budget Review Councillor Briefing	•			•			•		•	•		•	•
Transport Strategy Councillor Briefing	•			•			•		•	•		•	•
Local Strategic Planning Statement Councillor Briefing		•		•			•		•		•		•
Draft Operational Plan, Budget, Revenue Policy and Fees and Charges Councillor Briefing					•		•		•			•	•

The total cost for professional development and training programs for Councillors for the period 1 July 2018 to 30 June 2019 was \$43,933.

4 Appendix

Financial Statements

[Financial Statements]