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Infrastructure

In order to provide the various services to the community, Willoughby Council relies heavily on a large infrastructure network and is therefore faced with the challenge of funding the management of the assets under its control in the most efficient way possible. Many of these assets are expected to reach the end of their expected lives at similar times.

Services provided by Council that rely on physical infrastructure include educational and health sector facilities, child care, aged care, youth services, public buildings, sporting facilities, outdoor recreation, play spaces, transport networks, water and energy supply, waste collection and telecommunication networks. The total "as new" replacement cost of the infrastructure for which Council is responsible is at least \$770 Million and includes assets such as buildings, sportsgrounds, playgrounds, park gardens, roads, footpaths, gutters, stormwater, plant equipment, a large and varied vehicle fleet and a range of technology.

As the sheer scale of the challenge of ageing infrastructure is becoming clear to local government across the country, to the extent of being recognised as a priority at the federal level of government, Willoughby Council is continually improving its practices to provide services and manage infrastructure over the long term with limited resources. Analyses of all assets and funding strategies are identified in Council's Long Term Financial Plan, Asset Management Improvement Strategy and Asset Management Plans.

Much of the infrastructure in Willoughby, including water supply, electricity, telecommunications, hospitals, schools and transport is the responsibility of the State and Federal Governments, and the private sector. In this regard, Council has a vital advocacy role and the opportunity of working in partnership with the state government and business community where appropriate. More efficient use of infrastructure, adoption of clever technology and good management of resources are necessary.

The NSW Long Term Transport Masterplan was released in December 2012 by the State government which will guide transport planning and delivery for the next 20 years across all nodes of transport and regions of the state.

Willoughby City's convenient location on the lower North Shore connects with its surroundings via the North Shore and Epping/ Chatswood railway lines, the Pacific Highway, the Gore Hill Freeway and Eastern Valley Way. Major arterial roads traverse the City carrying high volumes of through traffic. Transport infrastructure in the area features the Chatswood Transport bus and rail Interchange.

Willoughby City is served by an extensive bus network and pedestrian and cycling networks, which are continuously being extended. Eastwest cross city access is less well served by public transport and continuing high private vehicle use contributes to traffic pressure on local roads.

The continued increase in car use within Willoughby for the majority of trips is a major logistical, economic, environmental and social problem. While planners believe that building more roads and car parks will exacerbate these problems which are not sustainable or equitable in the long term, the community remains divided on how to reduce the use and dependence on motor vehicles.

Encouraging the use of alternative transport where appropriate, can be achieved by giving priority on the roads to favour public transport, providing improved pathways for pedestrians and cyclists, improving accessibility for people with mobility impairment, introduction of free or low cost public transport, improvement and expansion of the existing rail and bus services and accommodating our daily needs at our local shopping precincts.

The two subthemes for Infrastructure are:

- Efficient Asset Management; and
- Transport and Mobility.

EFFICIENT ASSET MANAGEMENT

Goal: To provide financially sustainable physical infrastructure that meets the needs of the community without burdening future generations.

4.1.1 Planning, maintenance and operation of infrastructure

- a. Develop and implement Asset Management Improvement Strategy (AMIS) and Plans (AMPs)
- b. Whole of life cycle costs are considered for all existing and proposed infrastructure.
- c. Sustainability and risk management principles are applied at each stage of asset management, new works and acquisitions and in the review of asset performance.
- d. Type, quantity, quality and capacity of infrastructure is assessed in line with projected demographic changes, cultural trends, projected climate variations and community need.
- e. Utilise alternative methods to fund existing and new infrastructure such as developer contributions and partnerships
- f. "Acceptable" levels of service provision are defined with the community through education on assets and finances and consultation.
- g. Integrate, coordinate and advocate for the provision of services and infrastructure with other authorities and providers.
- h. Flood mitigation and management programs are developed with community involvement.
- i. Water sensitive urban design principles are applied to all new development in the City.
- j. Continue to invest in renewable energy technologies and encourage others to do the same.

TRANSPORT AND MOBILITY

Goal: To manage the transport needs of the community in a sustainable manner by reducing car dependence and promoting public transport use, walking and cycling.

4.2.1 Increased use of active and public transport.

- a. Promote active and public transport.
- b. Improve integration between transport modes.
- c. Improve local accessibility and transport options between suburbs.
- d. Work with government and the private sector for improved local and regional public transport.
- e. Provide on and off road bike routes and safe bicycle parking facilities.
- f. Identify improvements for a city-wide local walking network.
- g. Provide a pedestrian and cyclist focus within local centres.
- h. Improve physical mobility access to public transport.

4.2.2 Balance traffic management.

- a. Identify and implement traffic management and safety strategies, incorporating engineering and educational activities.
- b. Develop and implement a parking management strategy for the LGA.
- c. Manage parking demand on street with available parking supply.
- d. Manage car parking in developments in order to promote public transport use.
- e. Involve the business community and residents in transport initiatives.
- f. Work with car share providers to increase use of such services.



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Governance

Governance refers to the way in which decisions are taken, communicated, monitored and assessed. It includes the processes for transparent decision making, accountability and for measuring performance. All government, business and community organisations operating within Willoughby will apply good governance.

Under good governance principles, the Council will operate with integrity, honesty, and responsibility and in the best interests of the Willoughby community. Council also seeks to undertake a leadership role in managing and resourcing civic projects, services and activities and to involve the community in decision making.

Council has developed a number of corporate strategic planning documents in alignment with the Department of Local Government Integrated Planning and Reporting framework to ensure that all activities are managed and resourced within the guidelines of good governance principles.

A key responsibility for any Council is to represent, promote, support and work with the community in all its varied dimensions to achieve positive local outcomes. A connected community which encourages active citizenship is essential to the future life of the City.

The three subthemes for Governance are:

- Open Government;
- Community Engagement; and
- Business Efficiency and Service Delivery.



OPEN GOVERNMENT

Goal: To ensure transparency and ethical practices in everything that we do.

6.1.1 A Council that is open, accountable and represents its constituents.

- a. Implement relevant policies and protocols that support ethical, open conduct and access to Council information.
- b. Ensure that decisions reflect the community's priorities as outlined in the Willoughby City Strategy.
- c. Meet statutory requirements and government directives.
- d. The decision making process is transparent.
- e. All communication is conducted in an open and professional manner.
- f. Ensure integration of strategic directions outlined in corporate planning documents.

COMMUNITY ENGAGEMENT

Goal: To have a participatory informed community.

6.2.1 A community that is informed of key Council policies, services and activities and can participate in the decision making process.

- a. Implement the community engagement strategy.
- b. Key decisions are communicated in a timely, accessible manner.
- c. Plan and coordinate community engagement activities across sections of Council.
- d. A variety of media are used for community information and engagement.
- e. Create opportunities for regular customer feedback.

BUSINESS EFFICIENCY AND SERVICE DELIVERY

Goal: To provide strong financial management and a high quality of service delivery.

6.3.1 Council maintains a strong sustainable financial position.

- a. Develop, review and implement Long Term Financial Plan.
- b. Maximise financial capacity and balance risk.
- c. Deliver a balanced budget.
- d. Maintain compliance with accounting standards.
- e. Seek a range of alternative funding sources.
- f. Independent auditing of Council's statutory financial reports.

6.3.2 Council services are delivered to a quality standard, are sustainable and responsive to community needs.

- a. Regularly review and prioritise service delivery outcomes.
- b. Use appropriate technological resources to deliver business systems.
- c. Provide and maintain an efficient and effective emergency management system.

6.3.3 Council has the people it requires in terms of number, skills and job roles and they are appropriately supported.

- a. Ensure Equal Employment Opportunity (EEO) for all current and potential staff and the integration of EEO principles into all Human Resources programs.
- b. Implement Workforce Plan.
- c. Maintain and improve internal communication and partnering on projects.
- d. Maintain fair and equitable industrial practices.

- e. Provide safety for staff and external providers.
 - f. Integrate sustainability principles of Council into staff work programs.
- 6.3.4 Council works with state and regional organisations.**
- a. Advocate on agreed regional positions and priorities.
 - b. Investigate opportunities for resource use and cost sharing.
 - c. Initiate and respond to state and regional issues.
 - d. Council is a regional leader for local government reform.

