

WILLOUGHBY CITY COUNCIL

(02) 9777 1000

www.willoughby.nsw.gov.au

PO Box 57, Chatswood NSW 2057

31 Victor Street, Chatswood NSW 2067





Willoughby Adopted Operational Plan and Budget 2017-2018

City Of Diversity





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.

How to read this document

The Operational Plan is the key document for Council's delivery of projects and services for the financial year ahead. Here's how to find your way around this document:





Roseville

Killarney Heights

Castle Cove

North Ryde

Chatswood West

Fullers Rd

Chatswood

Chatswood Station

North Willoughby

Penhurst Rd

Middle Cove

Eastern Valley Way

Castlecrag

Mowbray Rd

Willoughby East

Artarmon

Artarmon Station

Willoughby

Northbridge

Lane Cove

Naremburn

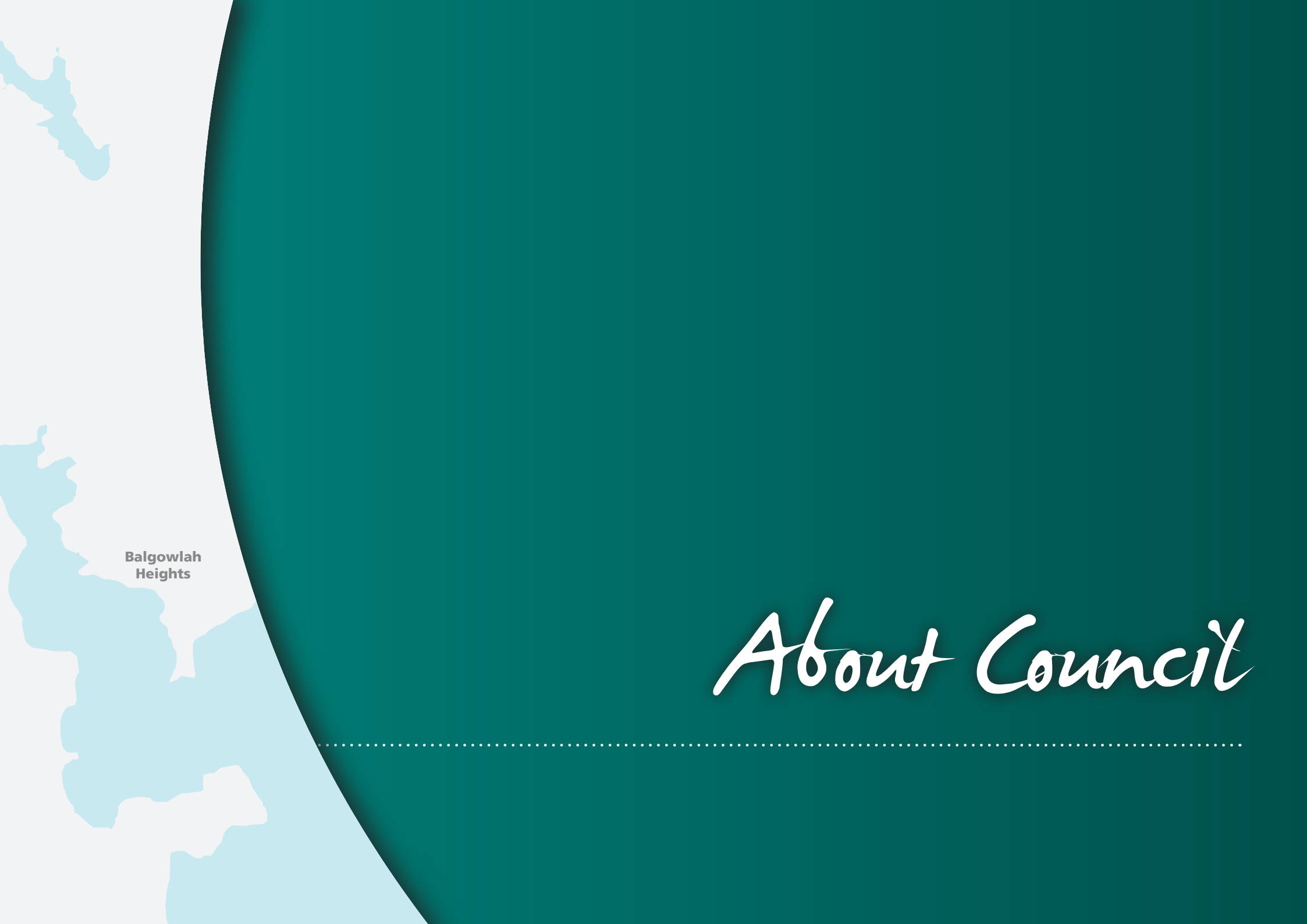
Gore Hill Fwy

St Leonards

St Leonards Station

Cremorne

North Sydney



Balgowlah
Heights

About Council

5

Mayor's Message

Ours is a vibrant community with many diverse needs and interests. This Operational Plan represents Council's promise to meet the community's expectations over the next year and to use our resources in a sustainable way.

Ongoing input from the community is vital to ensure expectations are understood by Council and are being met. Formal engagement programs underpinned the Willoughby City Strategy 2013-2029 and the Delivery Program 2013-17, and ongoing engagement programs continue to ensure that a range of views and interests are sought on major projects, services and plans for the future. It has been inspiring to see the level of interest in the Willoughby City Planning Strategy 2016-2036 earlier this year, with thousands of submissions being made by attendees at 21 different engagement events and more than 2,600 people interacting online. Engagement will continue in the year ahead, starting with the public exhibition of this plan.

The changing landscape of local government in NSW means that all Councils are now expected to live up to the highest standards of transparency and ethics. Willoughby strives to be an open and transparent Council and I am proud of the progress that has been made in ongoing improvements in Project Management and Business Improvement. Both of these functions ensure that Council delivers more effectively and efficiently each year. The success so far is highlighted in Council's recent receipt of the

"Excellence in Operational and Management Effectiveness" Award at the Local Government Professionals awards night, recognising the 84 business improvement projects which have delivered \$175,000 in savings and improved services for the community.

Council has a strong financial position and the Long Term Financial Plan, which is updated each year to reflect the delivery of everything contained in this Operational Plan, provides assurance that this will continue to be the case in the future.

I would like to acknowledge our 600-strong volunteer workforce helping achieve great outcomes in the community with limited resources. Annually, these volunteers provide more than 24,000 hours of support across vital services including the MOSAIC Centre, the 'At Home with Willoughby' program, Meals on Wheels, our libraries, Bushcare and more.

I am looking forward to a productive year and I'm sure you share my enthusiasm for being a part of this inspiring community.

Gail Giles-Gidney

Mayor

Willoughby City Council

Mayor Cr Gail Giles-Gidney

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The Willoughby Community

OUR COMMUNITY



Population

77,833

Ancestry

English		17,613
Australian		15,770
Chinese		12,440
Irish		6,330
Scottish		4,790



Languages

35%

of residents speak a
language other than English

Most common

second languages:

Cantonese 粤语	5,060
Mandarin 国语	4,872
Korean 한국어	2,398
Japanese 日本語	1,545

Our city is

23

square km



300 ha
of bushland

8.5km

from the Sydney CBD



SERVICES



7 Libraries
1M borrowings each year



211km Roads



WILLOUGHBY
LEISURE
300K visits each year



THE CONCOURSE
855 Event Days
196K Visitors



21 Sports Fields



436km Footpaths

OUR HOMES



We live in **28,049** dwellings
48% of dwellings are houses



43.1% of households have children.
60% of residents own / or are purchasing their home.



ECONOMY

Gross Regional Product

\$10.22B

Willoughby is just **1%** of the State population yet represents **1.9%** of the NSW Gross State Product

Local employment

68,071



29,284 residents have a tertiary qualification

Chatswood Station is the 7th busiest in Sydney



General Manager's Message



The Willoughby area is unique in its successful combination of a thriving economy with socially diverse and culturally active residents – all within a beautiful environment. This is reflected in our goal of a liveable, sustainable and resilient community.

This year's Operational Plan showcases our directions to reinforce this goal within the coming financial year. Some of the many projects and services to be delivered are:

- Redevelopment of Gore Hill Recreation Park
- Finalising the future for development of Chatswood CBD and local centres
- Enhanced natural management for areas including Middle Harbour and the Lane Cove River catchment
- Major refurbishment of the Willoughby Leisure Centre
- Delivering revised plans and works for the former Northbridge and Artarmon Bowling club sites
- Implementation of a Disability Inclusion Plan
- Conversion of street lights to LEDs, expansion of solar farms and stormwater harvesting
- Upgrades to the Chatswood Park playground and to the drainage, irrigation and surface of Naremburn Oval
- Implementation of Willoughby's parking strategy – stage 1
- On-going renewal of infrastructure such as roads and footpaths
- New solar farms and installation of Electric Vehicle public charging stations.

We will continue to focus on sound financial management. Consistent with this, the Operating Plan foreshadows an operating surplus of \$14.375M for 2017-18, as well as Operating Performance Ratio 5.3% - this shows we have a comfortable gap between our revenue and what we spend. Our financial and asset management indicators, together with our reserves, have continued to strengthen. Our debt for The Concourse is readily accommodated and decreasing.

Delivery of projects and services to the community will continue to be strengthened through dedicated project management and business improvement teams and stakeholder engagement. We won the 2017 Excellence in Operational and Management Effectiveness Award as judged by Local Government Professionals.

The Willoughby City Council team looks forward to serving our community over the coming year and delivering further on our goal of a liveable, sustainable and resilient community.

Debra Just
General Manager
Willoughby City Council

Willoughby Council

SUMMARY OF MAJOR FUNCTIONS

Customer and Corporate

Internal Audit Unit

- Internal audit services to seven member councils

Customer Service Unit

- Help and service centre
- Reception

Finance Unit

- Budgets
- Rates/revenue
- Centralised purchasing
- Accounts payable/receivable

Governance Unit

- Governance and administration
- Legal services
- Integrity and complaint management

Strategic Human Resources Unit

- Employee and industrial relations
- Payroll
- Work Health and Safety and Equal Employment Opportunity
- Employee training, development and performance

Community, Culture and Leisure

Community Life Unit

- Children's services
- Youth services
- Dougherty Community Services
- Willoughby Park Centre

Media, Marketing and Events Unit

- Public relations and communications
- Graphic design
- Festivals and events

Culture and Leisure Services Unit

- Arts and cultural services
- Willoughby Leisure Centre
- Open space projects
- Multicultural services
- Library services

General Manager's Office

- Change management
- Project Management Office
- Business Improvement Office
- Integrated planning and reporting
- Community engagement
- Stakeholder management

Planning and Infrastructure

Compliance Unit

- Rangers
- Development enforcement
- Environmental health

Design Services Unit

- Engineering design and surveying
- Drainage and stormwater
- DA Engineering conditions
- Infrastructure / parking management
- Traffic and transport planning
- Road safety projects

Environment Unit

- Waste management/recycling
- Sustainable environment
- Environment health
- Bushland management

Planning Unit

- Development, building, subdivision and zoning applications
- Zoning certificates
- Section 94 and car parking contributions
- Swimming pool safety

Property Maintenance & Construction Unit

- Property operations and maintenance
- The Concourse Facility
- Strategic property and leasing

Works Unit

- Construction / maintenance of roads, paths, kerbs, gutters, car parks and recreation assets
- Restorations
- Street cleansing
- Street and road signs
- Plant works
- Tree planting programme and tree preservation orders



\$140M

Operating Budget



\$27.41M

Projects and Capital Works



408

Full Time Equivalent





How this Plan Works

The Planning Framework

The future for the Willoughby local government area is clearly captured in Council's suite of planning documents. Ratepayers, residents and visitors can have input to all of these, from the long-term vision to the short-term delivery of projects and services.

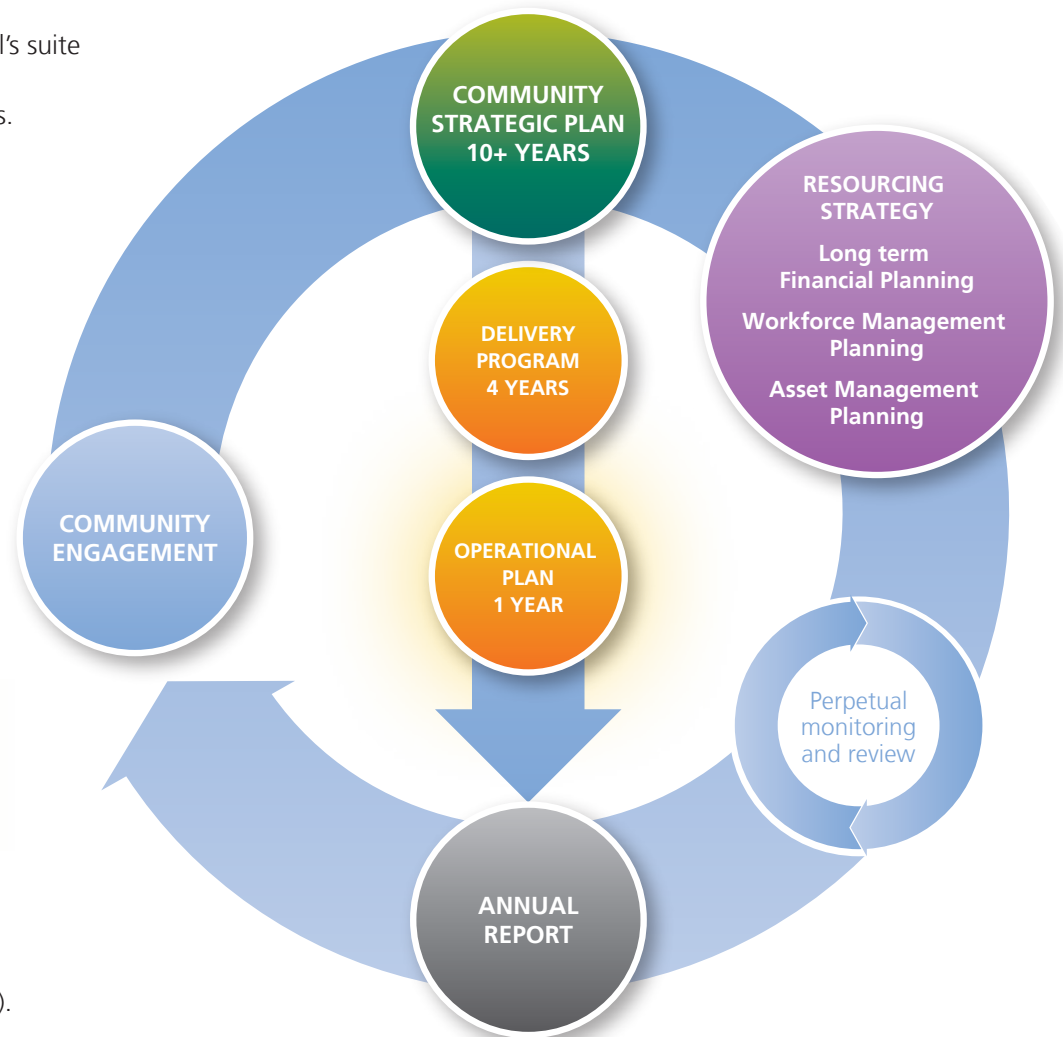
The NSW Integrated Planning and Reporting Framework provides the structure for these planning documents and processes to help connect Council with the community.

The **Community Strategic Plan** (the Willoughby City Strategy) outlines a vision for the community over at least 10 years. Its purpose is to identify the community's main goals for the future, and strategies to achieve them. This was last adopted in 2013 and will be reviewed following the next Council elections.

The **Delivery Program** covers a full Council term (four years) and is a statement of commitment to the community, outlining what the elected Council intends to do towards achieving the community's goals during its term of office. This was last adopted in 2013 and has been extended by one year in line with the Council term.

The **Operational Plan** (this document) spells out the details of the Delivery Program – the services and activities that will be undertaken within an individual year to make progress against the commitments made in the Delivery Program. It is revised every year.

The **Resourcing Strategy** ensures that resources (assets, people and funding) are sufficient to deliver the projects and activities identified. It includes a Long Term Financial Plan (updated quarterly), an Asset Management Plan (adopted in 2014 and updated annually) and a Workforce Plan (updated annually).



Community Vision

STRATEGY STRUCTURE

The Strategy consists of the City's vision, overarching principles and six key strategic directions. For each of the strategic directions, there are a series of subthemes. This structure is illustrated in the following figure.

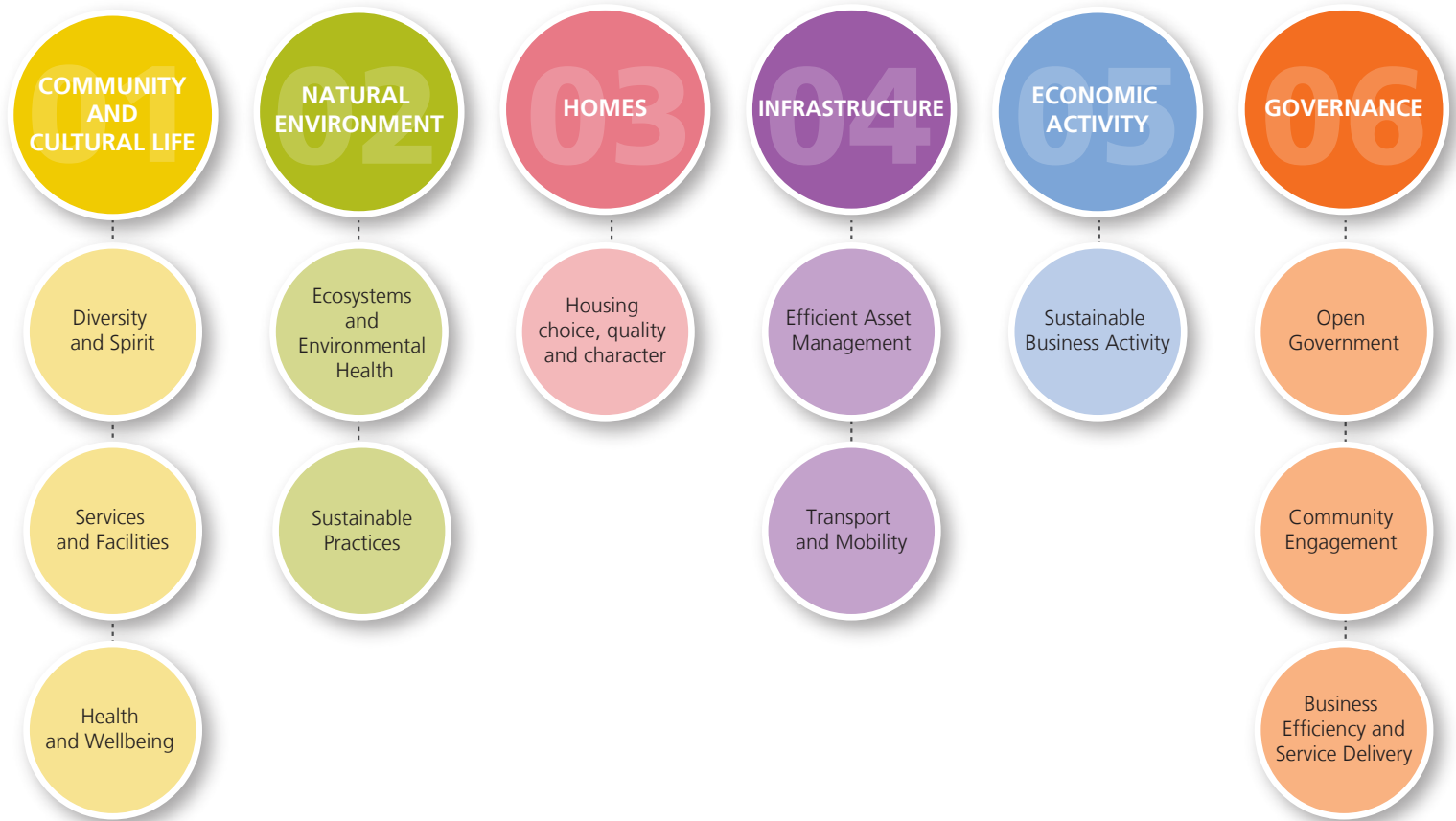
The strategic directions are supported by specific goals, and strategies to achieve them. These are listed over the page.

Vision

Willoughby, the vital hub of the region, where residential, cultural, economic and environmental interests are respected and balanced, and our communities enjoy a diversity of lifestyles.

Overarching Principles

Sustainability
Social Justice



Goals and Strategies to Support the Vision

01

DIVERSITY AND SPIRIT

Goal: To be a cohesive and inclusive community where all people can actively participate in community life.

- 1.1.1 The community can participate in City life.
- 1.1.2 The vulnerable are involved in our community and supported with respect and integrity.
- 1.1.3 Cultural diversity is respected, supported and celebrated.
- 1.1.4 Art and cultural activities provide enriching opportunities for people.

SERVICES AND FACILITIES

Goal: To provide a range of community services and facilities.

- 1.2.1 Relevant services and facilities are available for the community.
- 1.2.2 Provide and advocate for appropriate facilities and services for all ages.
- 1.2.3 Quality, accessible public library and community learning services are available.

HEALTH AND WELLBEING

Goal: To be a healthy, educated, safe and interactive regional community, with open space, sport and recreation facilities and programs which promote healthy lifestyles and contribute to the social, spiritual, emotional and physical wellbeing of the community.

- 1.3.1 Accessible open space and recreational facilities for the community are provided.
- 1.3.2 Healthy living and wellbeing are encouraged.

02

ECOSYSTEMS AND ENVIRONMENTAL HEALTH

Goal: Conserve the natural ecosystem for its intrinsic ecological, educational, scientific, and recreational value.

- 2.1.1 Conserve and maintain Willoughby's natural ecosystems.
- 2.1.2 The community values the natural environment.
- 2.1.3 Reduce pollution.

SUSTAINABLE PRACTICES

Goal: To work with the community to reduce our environmental and Climate Change impacts and mitigate their effects.

- 2.2.1 People live more responsibly and increase resilience to climate change impacts.

03

HOUSING CHOICE, QUALITY AND CHARACTER

Goal: To be a place with housing that is liveable, sustainable and enhances urban character.

- 3.1.1 Plan for housing choice.
- 3.1.2 Quality living amenity for residents.
- 3.1.3 Local character.

04

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.

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.
- 4.2.2 Balance traffic management.

05

SUSTAINABLE BUSINESS ACTIVITY

Goal: To maintain and promote the City's employment opportunities and the range and quality of businesses, industry and services.

- 5.1.1 Local business
- 5.1.2 Support our centres
- 5.1.3 Engage with business

06

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.

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.

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.
- 6.3.2 Council services are delivered to a quality standard, are sustainable and responsive to community needs.
- 6.3.3 Council has the people it requires in terms of number, skills and job roles and they are appropriately supported.
- 6.3.4 Council works with state and regional organisations.

Community input into this plan

Council is committed to understanding the needs and expectations of the community to inform decision-making processes. We recognise the value of engaging with the community in a meaningful way to meet Council's commitment to building long term, sustainable community relationships in achieving a shared vision for Willoughby City. We commit to inclusive, credible and equitable engagement processes throughout the organisation. This is reflected in our Community Engagement Policy which was endorsed in 2016.

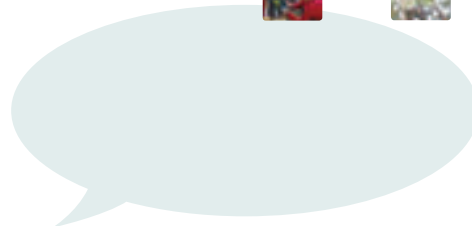
How we engage

We seek input on hundreds of project delivery, capital works and service delivery each year such as those listed in this Operational Plan. This includes consultation to gauge community expectations and views, as well as partnerships with the community, other government agencies and relevant stakeholders. We need to balance broader social, economic, environmental considerations with governance and operational matters in the decision-making process. Whenever we involve the community, the level of engagement is matched with the nature and complexity of the project or decision being made.

Have your say

If you would like to provide comments or suggestions to Council about any of the projects or capital works or to participate in current community engagement activities or surveys please visit <http://haveyoursaywilloughby.com.au>, phone 02 9777 1000, write to email@willoughby.nsw.gov.au or come and see us at Level 4, 31 Victor Street Chatswood NSW.

Willoughby City Council Have your say

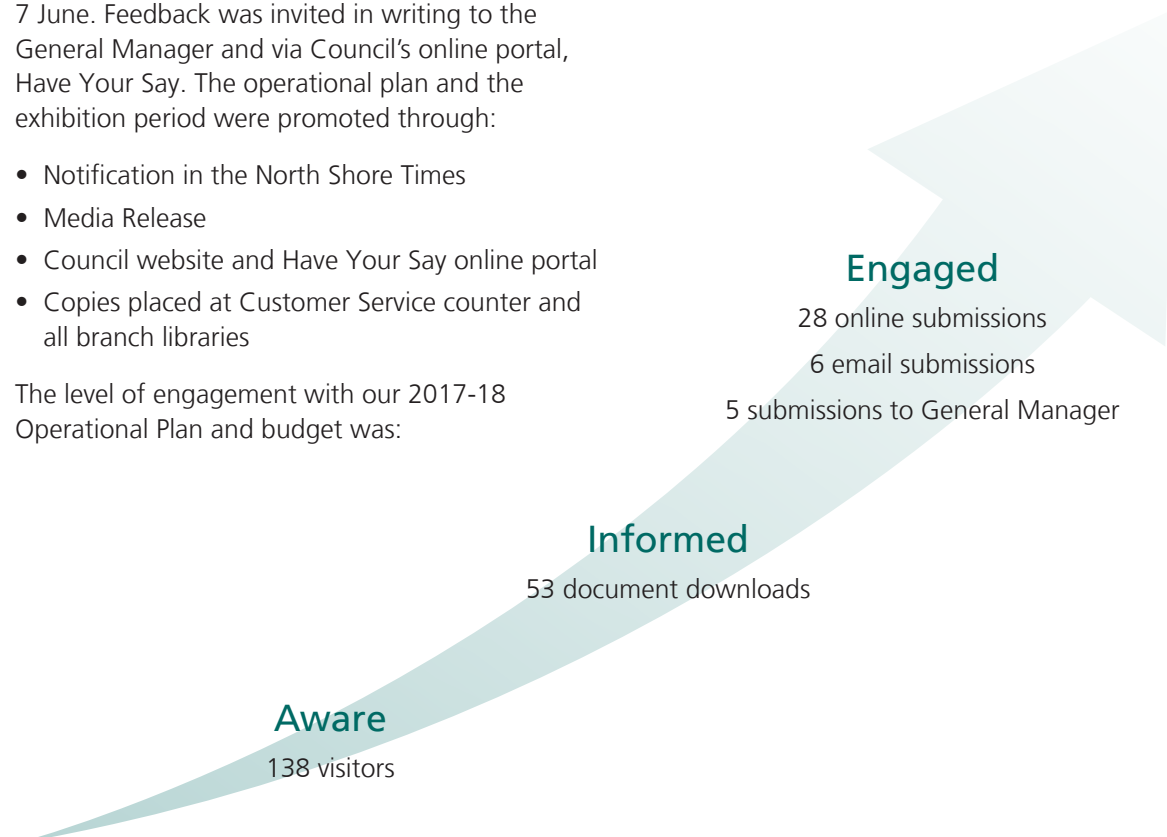


Public exhibition

The Operational Plan and Budget were placed on public exhibition for 28 days from 11 May to 7 June. Feedback was invited in writing to the General Manager and via Council's online portal, Have Your Say. The operational plan and the exhibition period were promoted through:

- Notification in the North Shore Times
- Media Release
- Council website and Have Your Say online portal
- Copies placed at Customer Service counter and all branch libraries

The level of engagement with our 2017-18 Operational Plan and budget was:



What did people raise?

- Request for increased funding to improve streetscapes
- Support for funding identified sportsground works
- More sport and recreation opportunities in the CBD
- More play spaces in West Ward
- Cycling facilities on Deepwater Rd and Castle Cove Dr
- Rail to River walk signage update
- Re-use of heritage Chatswood Station awning brackets
- Support for funding to the Haven Amphitheatre
- Request for funding for improved drainage

Our response:

- Streetscape maintenance has been increased
- Major streetscape projects covered by S94 plans
- Sport, recreation and playgrounds continue to be planned using latest demographic information and pursuing partnerships
- Chatswood station awning brackets considered as part of the master plan for Chatswood Oval
- Signage updates incorporated in maintenance program
- Funding for streetscapes, sportsgrounds, drainage and the Haven continues as identified in the draft budget

Delivering the Operational Plan

Council delivers a large range of services and activities to ensure the commitments made in the Delivery Program are achieved. Local government in NSW is undergoing significant changes and it is more important than ever to have a clearly articulated delivery program to deliver these commitments.

Willoughby Council has continued to refine the annual business planning and budgeting process, building on the success of previous years. The improved program ensures the direction of all Business Units within Council is driven by customer and

community needs, organisation-wide priorities and an understanding of external influences and risks.

Combined, the following types of deliverables provide the full picture of Council's promise to the community for the upcoming financial year.

These deliverables are closely tracked throughout the financial year, with progress being reported back to Council and the community through quarterly, six monthly and annual reports.



Projects and Capital Works – All proposed projects for the financial year ahead have been individually assessed through a prioritisation process, which takes into account a number of factors and ensures that funding provided is reflective of community need.



Activities – Services that do not require project funding form part of the Operational Plan and their progress is tracked.

Business Improvements – Areas have been identified in which efficiencies in service delivery can be achieved. These are supported by Council's Business Improvement Office, which was established in 2015.



Resources – Budgets, staffing and assets are allocated for both services and projects, and form part of this Operational Plan.



Performance Indicators – To provide accountability to the community and ensure services are delivered as promised, targets are set and reported on.







Operational Plan

2017/18

Projects and Capital Works - Highlights

PROPOSED PROJECTS AND CAPITAL WORKS: \$27.4 MILLION

A detailed list of proposed projects and capital works, presented by Category is included in the Supporting Information. The list includes information on project cost, funding source, scheduling and relative priority compared to other projects in the same category.

All proposed projects for 2017/18 have been individually assessed through a prioritisation process, which takes into account a number of factors, including ensuring that funding provided is reflective of community need.

Projects are identified as being either City Wide (Major) or Local (Minor). City Wide refers to projects that have a broader context/impact on the community and Local refers to projects responding to a specific community need.

Projects are scored using primary and secondary criteria. Primary criteria ensure that the project aligns with adopted goals and includes alignment with City Strategy, promotion of sustainability and level of risk. Secondary criteria for each category include level of use, relative need, stakeholder expectations and benefit cost analysis.

Projects with a timing imperative will either have external funding, be part of a rolling program or will follow a previously completed project phase.

Projects are assigned a Tier classification based on budget, complexity and risk. Additional project governance and controls are put in place for higher tiered projects. An example of a Tier 1 project would be Gore Hill Redevelopment with a \$10.5M budget. An example of a Tier 2 project would be Stormwater Harvesting Construction Program with a budget of \$300,000.

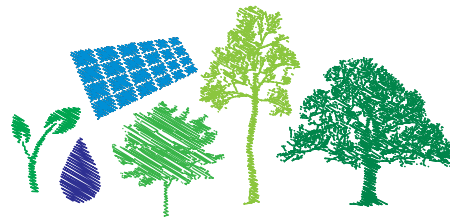
SIGNIFICANT EXPENDITURE FOR WORKS AND PROJECTS ARE PROPOSED IN THESE AREAS:



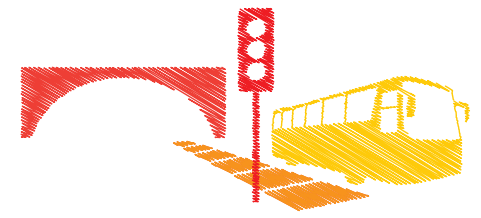
Parks, playgrounds and sporting fields
\$3.3 million



Culture, Leisure and Community
\$8.9 million

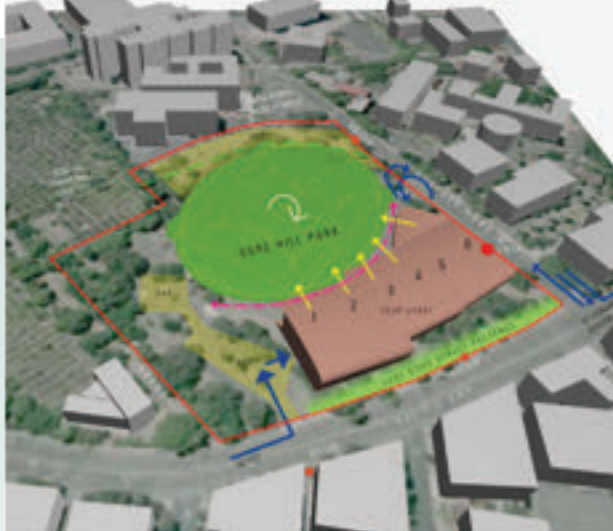


Environment
\$3.5 million



Infrastructure - roads, bridges, buildings, footpaths, stormwater, road pavements and traffic
\$10.7 million

For more detail, refer to the full list included under Supporting Information.



Gore Hill Redevelopment Phase One – \$10.5M

Objective: increase the number of people, the range of people and the range of times that people can use Gore Hill Park.

Scope for 2017/18: Re-alignment of existing oval and relocation of existing floodlighting, installation of synthetic playing surface and related drainage, construction of an on-site storm water detention system, construction of a regional playground, outdoor ball courts and outdoor gym.

Benefits: reduced downtime to allow for maintenance, increased use – seven days per week – day and night, and eliminating closure of the field due to inclement weather.



Stormwater Harvesting Construction Program – \$300,000

Objective: reduce reliance on potable water from Sydney Water, future-proof Council's ongoing water costs for Artarmon oval and reduce ongoing costs to Council for maintenance post-payback. This system will be used as a prototype for future systems throughout the Willoughby LGA.

Scope: Installation of a storm water harvesting and re-use system at Artarmon Oval.

Benefits: recycling and using water on an oval which would otherwise rely solely on potable mains water.



Willoughby Leisure Centre (WLC) – Major Refurbishment – \$1.41M

Objective: more contemporary and functional change room facilities

Scope: waterproofing, re-tiling of the walls and floor, rearrangement of the shower and toilet facilities, new fittings and fixtures, painting, accessibility upgrade including ramp, improvements to the mechanical ventilation system and café floor refurbishment

Benefits: Better functionality and accessibility, decreased water and energy consumption, improved comfort levels within the change rooms.



Street Lighting Improvement Program – \$458,000

Objective: update to LED technology and smart controls for all Ausgrid street lighting assets

Scope: WCC is in final negotiations for this upgrade as part of a consortium of 35 Ausgrid area Councils. Council has an Ausgrid 2016 inventory of 4600 lights of which 95% will eventually be upgraded in this program. Initially, residential street lighting (approx. 2500 lights) is programmed for an LED upgrade. It is anticipated that main road lighting (around 500 in number) will be changed to LED technology in the future.

Benefits: Reduced Council energy costs and reduction in greenhouse gas emissions



Natural Area Management – Middle Harbour & Lane Cove – \$586,000

Objective: bushland management actions identified in the Council-endorsed Reserve Action Plan

Scope: pest plant management, site rehabilitation or revegetation, storm water management, pest animal management, and resident education.

Benefits: improved biodiversity through maintaining local plant and animal species; an improved aesthetic, and recreational, education, natural heritage and scientific outcomes improving the quality of life for the community.

Business Improvements - Highlights

In 2015, Willoughby Council identified a need to improve efficiency and overall customer service. This will benefit the community by increasing the value provided in return for rates.

A Business Improvement Office and a program was established to assist the organisation to identify and deliver efficiencies.

Overview of Business Improvement Program:

Council's Business Improvement Program focuses on a 'bottom up' approach involving Council staff to identify business problems and implement business improvement solutions. The program has three different sources of business improvement initiatives. Improvement initiatives are then prioritised and supported to realise the benefits for the community. The three different sources are:

1. Annual Business Plans for each team
2. Fit for the Future Improvement Initiatives
3. Staff Initiatives.

1. Business Plans:

During the annual business planning cycle each business unit identifies and prioritises potential business improvement initiatives. Initiatives are selected based on level of benefits, risks and resources required to achieve the outcomes via a monthly scorecard. A six monthly progress and benefits report is provided to the Community. 160 Council staff were involved as part of business planning cycle for the 2016/17 financial year (FY2016/17). This resulted in 54 active business improvement initiatives to be completed by 30 June 2017. The business planning cycle for FY2017/18 is complete and will result in more improvement initiatives.

2. Fit for the Future Improvement Initiatives:

Willoughby Council also established an improvement program as part of State Government's 'Fit for the Future' agenda in early 2015. This program included 29 key improvement initiatives that are now also part of overall Business Improvement Program for the Council. This was a one-of source of business improvement initiatives. The majority of these will be completed before 2017-18.

3. Staff Initiatives:

Willoughby Council established an improvement ideas process for Council staff to identify business improvement opportunities. Staff suggestions are considered and implemented accordingly.



The majority of 2017/18 business improvement initiatives target improved process efficiency. There are several initiatives however, which are expected to result in improved customer service.

Business Improvement Initiatives	Expected Community Benefits
Review of Customer Service processes	<ul style="list-style-type: none"> • More responsive service
Deliver strategic community programs	<ul style="list-style-type: none"> • Reduce costs of service delivery • Improved value for money for ratepayers
Community venue management	<ul style="list-style-type: none"> • Increased community utilisation of venues
DA process improvements	<ul style="list-style-type: none"> • Clearer lodgement requirements • Reduced determination time
Review of streetscape management processes	<ul style="list-style-type: none"> • Improved streetscapes and maintenance regimes

For more detail, refer to the full list included under Supporting Information.

Activities - Highlights

In addition to projects and capital works, a range of activities and services are identified for 2017/18 to deliver against the community's needs. These often take the form of developing or reviewing strategies or policies to provide improved frameworks for Council to deliver to the community. The progress of these activities is tracked monthly throughout the year, and reported to Council and the Community via the six monthly progress report.

Some examples of activities for 2017/18 are listed below.

Community, Culture and Leisure:

- Review the disability inclusion action plan
- Curate 4 exhibitions per year attracting over 500 visitors each
- Host annual local exhibition for students of Willoughby Park Centre and Community Learning
- Hold at least 8 live music events at the Chatswood Youth Centre

Customer & Corporate:

- Identify the top ten most visited Council web pages and review contents to ensure it is fit for purpose
- Deliver Code of Conduct training for Councillors and staff
- Annual review of the Long Term Financial Plan
- Annual update of the Workforce Plan

General Manager's Office

- Develop and implement standard project management methodologies
- Train key staff of Business Improvement initiatives in 'lean thinking'
- Establish and implement a consistent policy framework

Planning and Infrastructure:

- Complete annual inspection of all registered food business premises as per Food Act 2003
- Update financial projections based on newly audited property condition data
- Complete multicultural awareness training

For more detail, refer to the full list included under Supporting Information.





Performance Measures - Highlights

Performance targets provide accountability to the community and ensure services are delivered as promised. Where possible, performance measures focus on the desired outcomes of services. For example, the English language classes offered by the Library and the MOSAIC centre are evaluated based on the students' resulting confidence in English.

These are reviewed annually as part of Council's business planning process. Measures are tracked monthly, ensuring that any performance trends are identified and resolved quickly. Progress is reported to Council and the community in the six monthly progress report.

Some notable performance measures in 2017/18 are highlighted here:

English

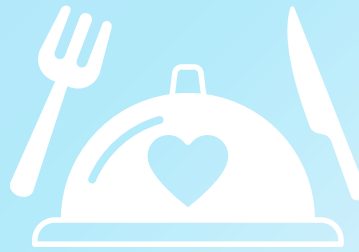
Percentage of students attending English classes who feel more confident in using conversational English in every day scenarios over the 12 month period

≥ 85%



Total hours spent by volunteers across the organisation

≥ 2000



Number of nutritious meals provided that meet the Vulnerable Persons Food Safety Scheme

≥ 2000



Days where minimum number of rangers is deployed to undertake patrols and ensure parking turnover during Business Hours

≥ 90%



Average time taken for new library stock to be available for borrowing

≤ 5 days



Customer satisfaction rating for mall markets and events

≥ 80%



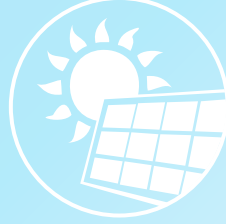
Customer calls answered within service grade of 20 and 60 seconds
 $\geq 75\%$



Performance of Council's Investment Portfolio
 $\geq 0.2\%$



Voluntary labour turnover
 $\leq 6\%$




Percentage of energy consumption from Council's operations supplied by renewable energy (progress towards 2020 target of 20%)
 $\geq 10\%$




Gross determination time of 90% of all Development Applications
 ≤ 75 days



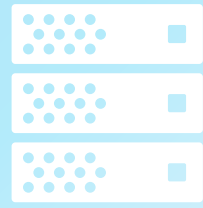
Residential waste diverted from landfill
 $\geq 66\%$



Percent of customer service requests relating to infrastructure repairs responded to within 14 days
 $\geq 90\%$



Staff unplanned absence rate
 $\leq 3.77\%$



Server availability
 $\geq 99.5\%$



23.6	717.3	-17.3	2091.6	-114
48.4	124.2	-623.6	-215.4	-510.
4.1	80.1	249.5	-412.8	-124
0.3	123.6	-52.7	-5211.3	-80
.1	248.4	-49.5		
.3	114.1	-17.3		
2	601.3	-623.6		

The background features a teal-colored circle on the right side, partially overlapping a blurred image of financial data. The data includes numbers, dollar signs, and a grid structure, suggesting a budget or financial report. The text is written in a white, cursive font.

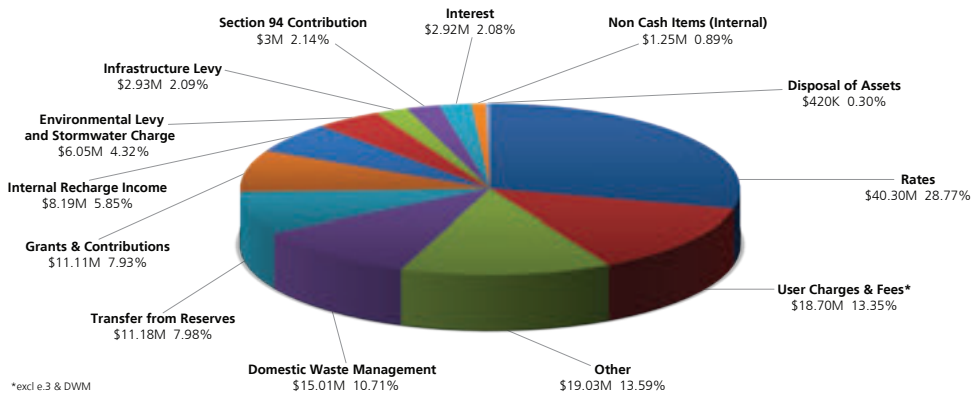
Resourcing and Financial Information

2017/18

Budget 2017/18

Budget Summary by Funding and Expenditure

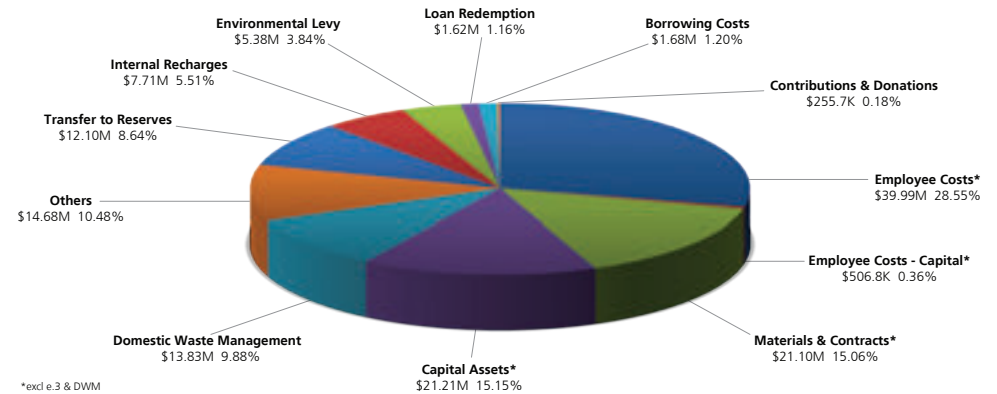
SUMMARY OF FUNDING BUDGET 2017/18
TOTAL INCOME \$140,085,200



SUMMARY OF FUNDING

The pie chart provides a split of the various funding sources totalling \$140,085,200 which will be used to finance both Council's Operational and Capital spends in 2017/18.

SUMMARY OF EXPENDITURE BUDGET 2017/18
TOTAL EXPENDITURE \$140,054,600



SUMMARY OF EXPENDITURE

The pie chart provides the various budgeted expenditure allocations in 2017/18. The most significant individual expenditure item is Employee costs (29%), associated with delivering services, projects and governance, a total of \$40.49M. Council has allocated \$21.21M or 15% of total spend to capital projects. Both the Infrastructure and Environmental Levies, together with Council's reserves and operating surplus provide the impetus for the funding of the capital works program.

Services

EXPENDITURE ON SERVICES

Council provides a wide range of services and infrastructure which reflect community needs. The projected 2017/18 spend of \$104.8 million covers expenditure on the environment, recreation and culture, transport and communication, education and housing and a variety of community services. Administration costs contained within the budget, including staff costs, are used to deliver such services. Decisions on where Council spends its budget are guided by community feedback which is used to develop Council's strategic plans.

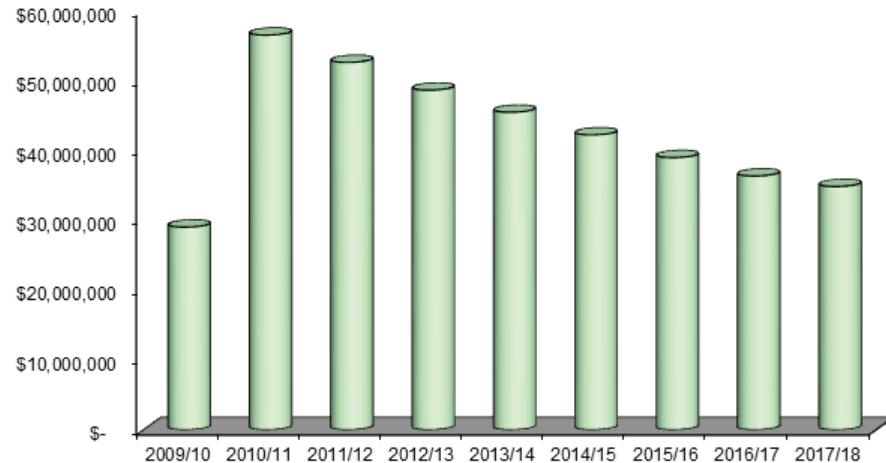
SERVICE	EXPENDITURE \$'000
Governance	2,468
Administration	24,416
Public Order and Safety	5,230
Emergency Services	1,722
Enforcement of Local Government Regulations	3,438
Animal Control	5
Other	65
Health	169
Environment	20,313
Other Environmental Protection	3,490
Solid Waste Management	12,586
Street Cleaning	1,899
Drainage	1,875
Stormwater Management	463
Community Services and Education	6,465
Administration and Education	1,752
Aged Persons and Disabled	859
Childrens Services	3,855
Housing and Community Services	5,260
Street Lighting	1,059
Town Planning	3,523
Other Community Amenities	678

SERVICE	EXPENDITURE \$'000
Recreation and Culture	26,427
Public Libraries	5,682
Community Centre and Halls	2,306
Performing Arts Venues	2,397
Other Cultural Services	2,264
Sporting Grounds and Venues	2,085
Swimming Pools	2,852
Parks and Gardens	6,455
Other Sport and Recreation	2,386
Building Control	1,490
Transport and Communication	11,861
Urban Roads - Local	5,434
Bridges on Urban Roads - Local	423
Parking Areas	2,035
Footpaths	2,492
Other Communication and Transport	1,478
Economic Affairs	720
Shorelink Joint Venture contribution	5
TOTAL	104,823



Loans & Staffing

Loan Liability and Council's Staffing Level 2009/10 to 2017/18

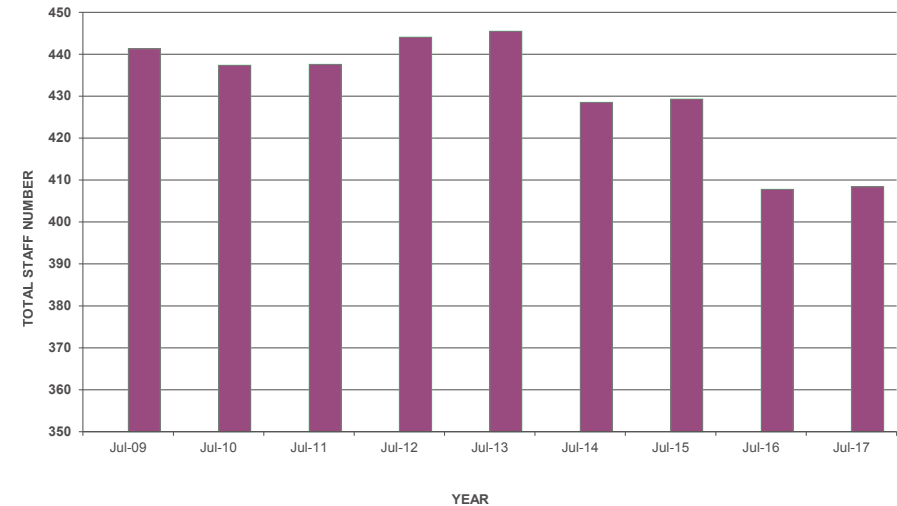


LOAN LIABILITY

Neither the 2017/18 Budget nor the adopted Long Term Financial Plan identifies any future external borrowings by Council.

The 2017/18 budget provides for principal repayment of \$1.621M.

The chart clearly highlights the Council's commitment to the retirement of debt over the period 2010/11 through 2017/18.



STAFFING LEVELS

The significant reduction to Council's staffing has occurred due to an organisational restructure at management level in 2015. The organisational restructure has resulted in savings to full time equivalent staff costs, salary and associated overheads of \$2 million per annum.

The new structure will enhance Council's capacity by recognising and funding enhanced skills in areas such as project management, continuous improvement, regional strategic planning and stakeholder relations.

Revenue Policy

1. Rating Structure

Total revenue raised from the levying of land rates continues to be capped by the State Government with the Independent Pricing & Regulatory Tribunal (IPART).

The following rating information is based on IPART'S rate peg limit of 1.5% with Council's Budget based on the take up of the full increase.

It has been recommended to Council that the following Rating Categories (including the following rates in the dollar, minimum rates & their associated yields) be adopted in 2017/2018:

Residential:

Ad valorem	-	.00078239
Minimum	-	\$815.25
Yield	-	\$28.6M

Business:

Ad valorem	-	.00570695
Minimum	-	\$1,164.30
Yield	-	\$11.6M

CTC (Chatswood Town Centre):

Ad valorem	-	.0071355
Minimum	-	\$1,238.30
Yield	-	\$6.7M

CTC (Chatswood Major Retail Centre – Chatswood Chase):

Ad valorem	-	.01502
Minimum	-	\$1,037.85
Yield	-	\$.86M

CTC (Chatswood Major Retail Centre – Westfield):

Ad valorem	-	.014035
Minimum	-	\$1,037.85
Yield	-	\$1.09M

Strata Storage Facility

Ad valorem	-	.005709
Minimum	-	\$787.15
Yield	-	\$.09M

Total Yield*: - \$48.9M

*Includes adjustments for valuation changes during the exhibition period.

The levy for CTC (Chatswood Major Retail – Chatswood Chase) and CTC (Chatswood Major Retail – Westfield) remains at the same percentage of

the rate levy as in previous years. The percentage of the levy will change with the addition or cancellation of properties from the category but will not be affected by valuation changes.

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

Rates are calculated on the base date 1 July 2016 valuation

HARDSHIP POLICY

Willoughby City Council adopted an updated Hardship Policy in November 2013. Full details of the Hardship Policy are available from Council's website www.willoughby.nsw.gov.au

The purpose of the policy is for Willoughby City Council to provide a statement on its commitment in preventing financial hardship to ratepayers in the payment of annual rates and charges.

Council also has the ability to extend a pensioner concession to an individual eligible pensioner, in order to avoid hardship, where it is satisfied that

the person has paid or is likely to pay the whole of a rate or charge. Applications for hardship under this section must be made on the form available from Council's website www.willoughby.nsw.gov.au

2. e.restore Environmental Restoration Program

In July 2008, a Sustainability Levy replaced the existing Environmental Levy to fund a third round of the e.restore program known as 'e.restore 3'. The Sustainability Levy is subject to open reporting to ensure accountability to the community. The Sustainability Levy can only be spent on sustainability projects. In line with the rate peg increase of 1.5%, an amount of \$5.38M will be raised from the rate levy in 2017/2018.

In 2014, Council adopted an updated Sustainability Action Plan (SAP) which outlines programs funded by e.restore 3. The SAP builds on previous rounds of environmental levy programs by ensuring the continuation of the vital bushland and catchment management

Revenue Policy (continued)

initiatives that protect and restore our local environment, whilst introducing a new focus on mitigating and adapting to climate change. The SAP also sets key performance indicators so that we can measure our performance and report annually to stakeholders.

The purpose and value of the SAP is to detail the specific actions that Council plans to undertake that support the outcomes identified within the Willoughby City Strategy with a focus on ecological sustainability. The SAP complements Councils Sustainability Charter and further demonstrates Council's commitment to ecological sustainability.

3. Stormwater Management Service Charge

Council is continuing detailed investigation and assessment programs of its drainage assets, including pipelines, channels and culvert structures.

These investigations have identified that the drainage assets are approaching a critical phase in their lifespan and will require a significant program of renewal, repair and upgrade. Maintenance intervention will be required to optimise their service life. Other capital works such as capacity upgrades in the Chatswood CBD (to resolve flooding of properties) have been completed and stormwater harvesting has been identified for inclusion in a long term drainage program.

The program in 2017/2018, based on a 20 year plan, incorporates further investigation of pipeline condition, cleaning and blockage removal and specification and design of repair and upgrade works.

Stormwater Management Service Charge:

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

Total: \$680,000

Council will charge fees for services in accordance with the attached Schedule of Fees and Charges for 2017/2018.

4. Domestic Waste Management Charge

Council will make an annual charge on all rateable land in the City of Willoughby categorised as residential for domestic waste management to recover the cost of providing domestic waste management services for the 2017/2018 rating year as outlined below, noting that the fees include an adjustment for cost savings to Council as a result of the repeal of the carbon tax:

Charge Type	Amount
Domestic Waste Management Charge	\$515
Domestic Waste Management SFR & Pensioner Charge	\$390
Total Budgeted yield	\$15.37M

Council is committed to the reduction of waste going to landfill through promotion of the Waste Hierarchy

(avoid, reduce, reuse, recycle) and by ensuring that disposal of waste occurs in a sustainable manner.

The Domestic Waste Management Charge provides for the following services for residential dwellings:

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

Council also provides an on call clean up service for an additional fee of \$80.50 per service.

Council will charge a commercial trade waste collection service as outlined below:

Charge Type	Amount	Total Yield
Commercial Trade Waste	\$756.00	\$226K

5. State Government Determinations

Eligible pensioners receive a statutory reduction of 50% of the combined rates and domestic waste management charge to a maximum of \$250 in accordance with State Government legislation and as adopted by Council an additional \$125 reduction in the Domestic Waste Service Charge for pensioners and qualifying self - funded retirees. In accordance with Section 566(3) of the Act, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and annual charges in a given year. The interest rate for 2017/2018 is 7.5%. It is recommended that Council take up the maximum rate when gazetted

6. Fire & Emergency Services Levy

The NSW Government has deferred the introduction of the Fire and Emergency Services Levy (FESL).

7. Pricing Policy/Fees & Charges

All fees and charges quoted are GST inclusive. Council applies GST to its fees and charges in accordance with the relevant legislative requirements.

The Schedule of Fees and Charges in this document has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. The fees and charges have as a minimum been increased by 2.5% where appropriate.

Council is committed to raising revenue in a fair and equitable manner to enable it to meet the community's needs. In determining how its fees and charges have been set, Council has

considered the full costs of providing the particular goods and services.

The Council's fee structure incorporates the following pricing principles having regard to the nature of the goods and services provided:

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

Council's fee structure also recognises that Council has certain community service obligations for the provision of particular goods and services and these are reflected in fees charged for those particular goods and services.

8. Work on Private Lands

Where Council undertakes work on private land, the amounts or rates to be charged shall be the actual prime costs plus standard on costs to provide full cost recovery plus a return to Council.

9. Loan Borrowing 2017/18

Council is not proposing any new borrowing in 2017/2018.