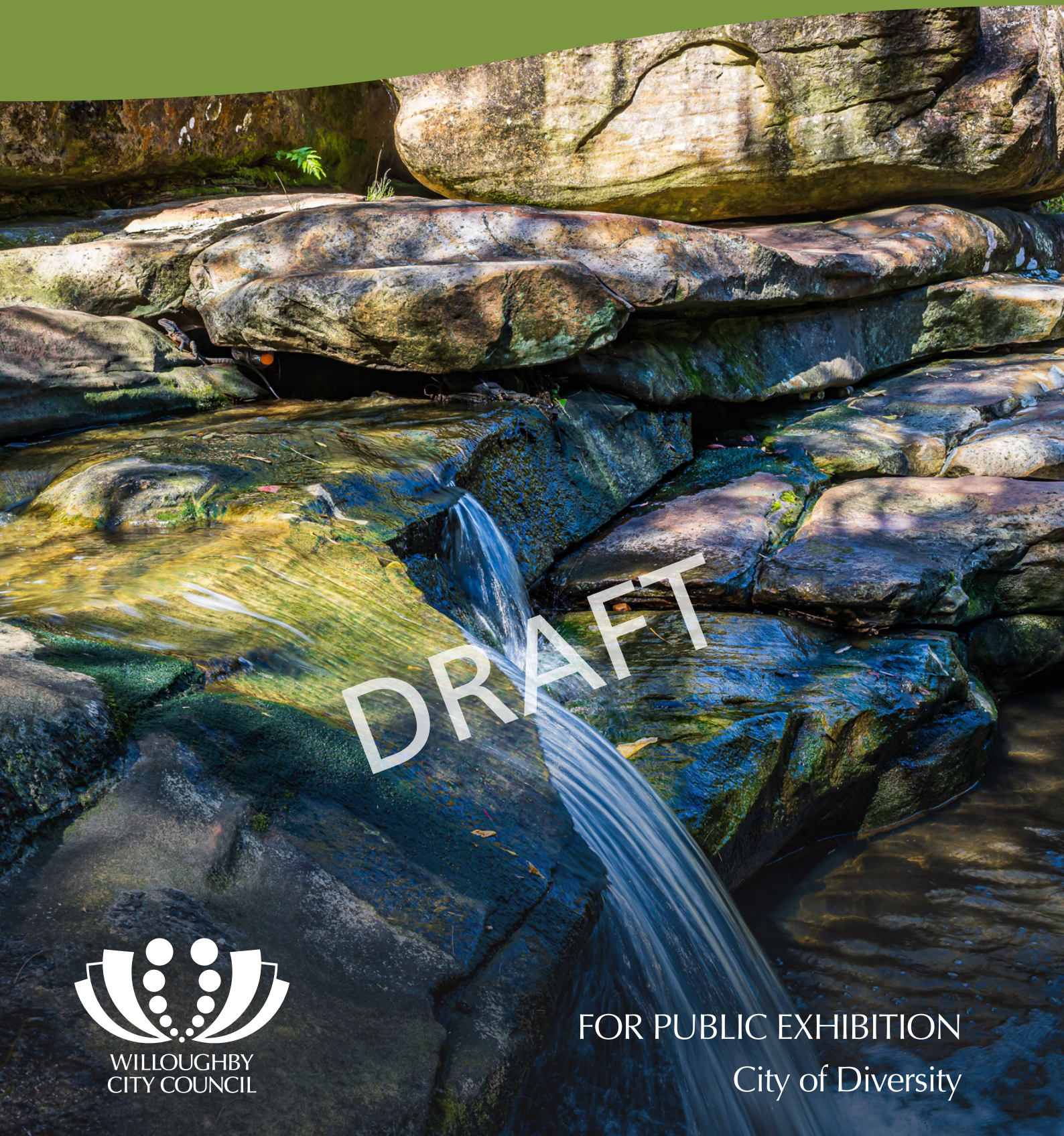
OPERATIONAL PLAN 2023/24



WILLOUGHBY CITY COUNCIL

FOR PUBLIC EXHIBITION

City of Diversity

About this Plan

This document outlines the activities Council will undertake to achieve the outcomes defined in *Our Future Willoughby 2032, Community Strategic Plan*.

Acknowledgement of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.

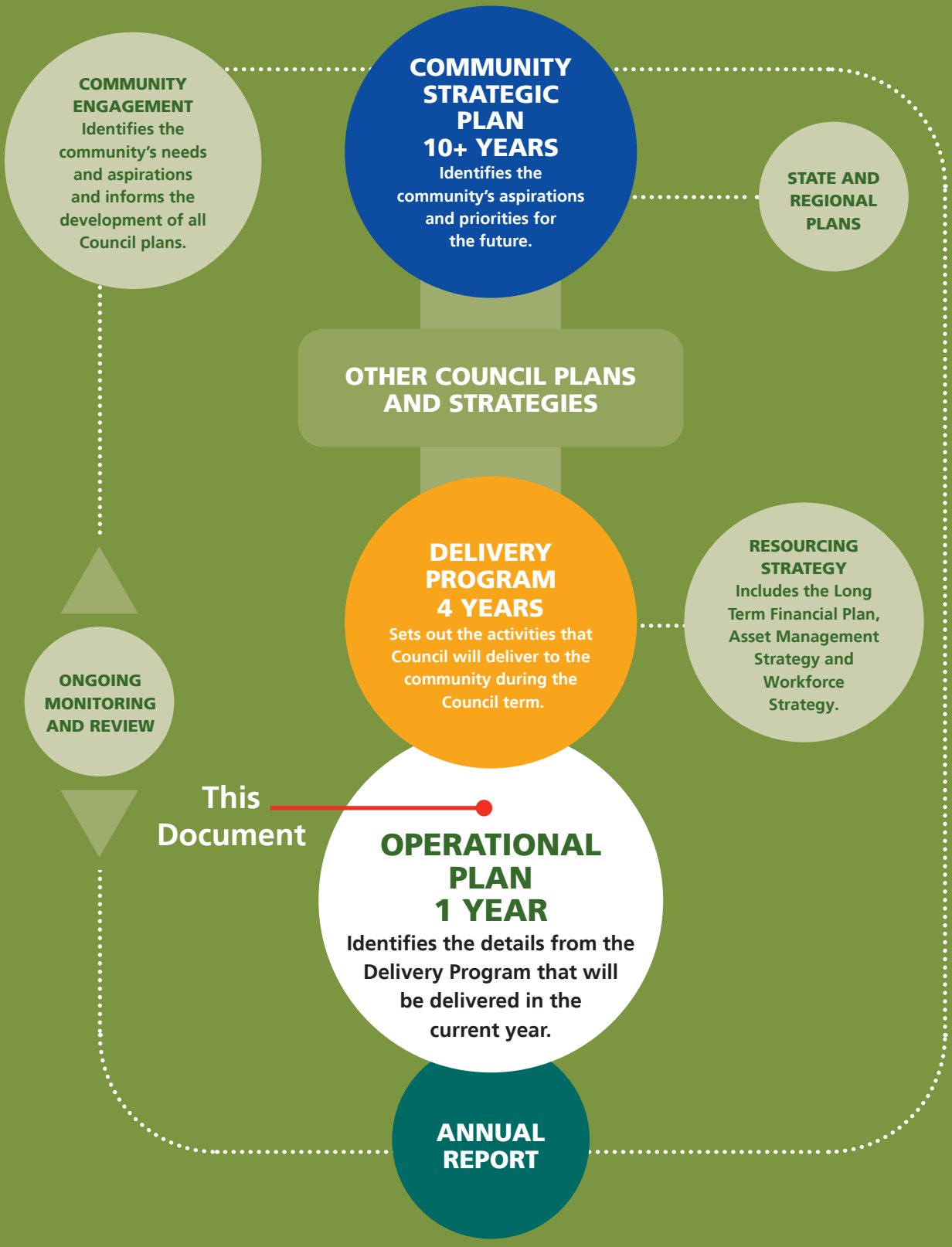
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Invitation to provide feedback

The draft *Operational Plan 2023/24* will be on public exhibition in May. We encourage everyone in the community to review the Plan and give feedback at www.haveyoursaywilloughby.com.au Following public exhibition, the final Plan will be presented for Council's endorsement on 26 June.

INTEGRATED PLANNING AND REPORTING FRAMEWORK



Introduction

Willoughby City Council provides a large range of services and works for our communities, including projects, capital works programs, services and activities.

The *Operational Plan 2023/24* details the services and projects we will provide and how we will fund these. It includes the annual budget and annual rates, projects and capital works and fees and charges. The Plan also shows how we measure progress and work. This work links directly to our four-year *Delivery Program 2022-2026*.

The Operational Plan is guided by the outcomes in our Community Strategic Plan, *Our Future Willoughby 2032*.

- A City that is green
- A City that is connected, inclusive and resilient
- A City that is liveable
- A City that is prosperous and vibrant
- A City that is effective and accountable



Projects and capital works – We prioritise all proposed projects for the financial year according to community needs, timing and resources.



Business improvements – There are areas where we can be more efficient or improve customer services. This program sets out the target areas for the year.



Resources – We allocate budgets, staffing and assets for different services and projects.



Performance indicators – Performance Indicators keep us accountable to our communities and ensure we provide services as promised.

Mayor's Message



On behalf of all of us at Council I am pleased to present the Operational Plan 2023/24 for consultation and feedback. This is one of a suite of critically important documents that lay out Council's priorities, programs and services. I invite you to provide your feedback on the activities planned for the next 12 months.

Our investment is focused on projects to protect our environment, increase green spaces, enhance recreational facilities, create vibrant local centres and foster connected and liveable communities, all high priorities for our community, in line with our Community Strategic Plan. Examples of projects include the Artarmon Pavilion, the Gore Hill Sports Complex and the upgrade of the much loved Willoughby Leisure Centre.

We are planning for improvements along Edward Street and Penshurst Street South, and continuing the shared path from Chatswood to St Leonards for safe pedestrian and cycle access, expanding our urban tree canopy that will provide greener streetscapes to assist in cooling, and to enhance our urban biodiversity. We will also upgrade our open space and recreational facilities to meet the needs of our diverse community.

Other projects will specifically help local businesses and residents, including a range of streetscape upgrades such as the Naremburn Local Centre and Artarmon Local Centre projects. We will roll out major festivals and events including Chatswood Culture Bites, Lunar New Year and the Emerge Festival.

In spite of significant COVID-19 revenue impacts in recent years and now a challenging economic climate, Council is still delivering a sound and responsible budget. Our Long Term Financial Plan 2023-2033 helps the community understand how the Council is managing the financial pressures that are affecting us all. I urge you to carefully read the information presented and submit your feedback.

I am sure you share my enthusiasm and confidence in the future of our resilient and inspirational community to weather our shared financial pressures.

Tanya Taylor
Mayor
Willoughby City Council





BACK ROW L-R: Cr Angelo Rozos (Middle Harbour Ward), Cr Brendon Zhu (West Ward), Cr Sarkis Mouradian (Middle Harbour Ward), Cr Nic Wright (Naremburn Ward). THIRD ROW L-R: Cr Hugh Eriksson (Sailors Bay Ward), Cr Robert Samuel (Middle Harbour Ward), Cr John Moratelli (Sailors Bay Ward). SECOND ROW L-R: Cr Anna Greco (Naremburn Ward), Cr Georgie Roussac (Naremburn Ward), Cr Jam Xia (West Ward). FRONT ROW L-R: Cr Roy McCullagh (Sailors Bay Ward), Mayor Tanya Taylor, Cr Craig Campbell (West Ward).

CEO's Message



The Operational Plan 2023/24 outlines a positive and pragmatic way forward on what is proposed to be delivered for the community in the coming financial year. Through careful and prudent management, the major projects are largely funded through the reserves that have been built over the years.

In the pages which follow, you will see that in 2023/24 we will invest in significant new capital works, asset renewal and upgrades to transform facilities and community spaces. We will deliver a range of activities and services that will build environmental resilience and strong, connected communities.

As you know, the global economy has been facing some unprecedented challenges, and our industry has not been immune to these challenges. We have been, and will continue to face, significant headwinds in the form of inflation and the associated rising costs for materials, along with changing community needs and severe income constraints such as the rate peg. We have absorbed the $20m reduction in income from the challenges of the last three years and will continue to adjust our balance between community needs and aspirations and affordability.

Our Long Term Financial Plan 2023-2033 sets out a 10 year planning horizon, which uses the 2023/24 budget as the baseline. It indicates that we will need to proactively manage our finances to remain financially sustainable. We, like many businesses and households, are facing impacts from changes in the global economy. As local government, we are also impacted by government policy changes and legislation at all levels. Both are having significant and volatile impacts on our financial sustainability. We need to address these impacts and our considerations regarding the way forward within the Long Term Financial Plan.

On a final note, I would like to acknowledge our fabulous staff for their continued commitment to the community and environment and for finding solutions in these challenging times.

Debra Just
Chief Executive Officer
Willoughby City Council



Our Context



Visit www.willoughby.nsw.gov.au to read the full Long Term Financial Plan 2023-2033

Council has delivered quality services and significant projects this financial year from reserves built from the surpluses of prior years. Due to the current economic environment with high inflation and cost of living pressures, we are facing escalating costs which are higher than our revenue for 2023/24.

Based on the Reserve Bank of Australia (RBA) forecasts, the Long Term Financial Plan adopted in June 2022 forecast that CPI would increase by between 2.0% and 3.75%. The CPI was significantly higher as it increased by 7.8% in the year to December 2022 and 7% in March 2023. This high inflation impacts Council's recurring expenditure on goods and services (44% of total Council expenditure) as well as Council's asset replacement and capital expenditure such as plant and machinery making everything considerably more expensive.

Employee costs (representing 38% of total Council expenditure) are forecast to increase by 5% annually over the next two financial years. Employees are fundamental to delivering Council's services, programs and projects for the community and the environment. Increases arising from a new Local Government Award and the increase in statutory superannuation from 10.5% to 12% add further pressure to our forecast.

Our rates income is limited by an approved rate "peg" set by the Independent Pricing and Regulatory Tribunal (IPART). In contrast to inflation running at 7.8% and employee cost increases of over 5%, the annual rate peg increase permitted by IPART was 2.1% for 2022/23 and 3.7% for 2023/24. Rates represent 42% of Council's total revenue and the misalignment between rate increases and cost increases creates a shortfall of $4.2 million in the 2023/24 year alone.

An increase in "cost shifting" where costs are "shifted" to local government including the State Government's waste management, emergency services, planning and parking levies and an increase in the cost of running local elections have added further pressure. The Emergency Services Levy alone has increased by 63% since 2018/19 and increased $487k more than budgeted for this year alone.

Council absorbed a $20.6 million reduction in revenue as a direct result of the COVID pandemic. Council also sustained significant damage through storms in 2019, 2020 and 2021 with fallen trees, localised flooding and infrastructure damage leading to clean up and repair costs. Our waste services were impacted due to landslides across the regional railway line resulting in higher additional costs for alternative waste disposal.

With a change to working from home and increased environmental responsibility, consumer expectations of local infrastructure have changed adding pressure on services such as open space maintenance, upgrades to sporting facilities, higher volumes of waste, reduced income from parking, urban greening and streetscape upgrades. Council's commitment to providing these services and facilities is dependent on this Long Term Financial Plan.

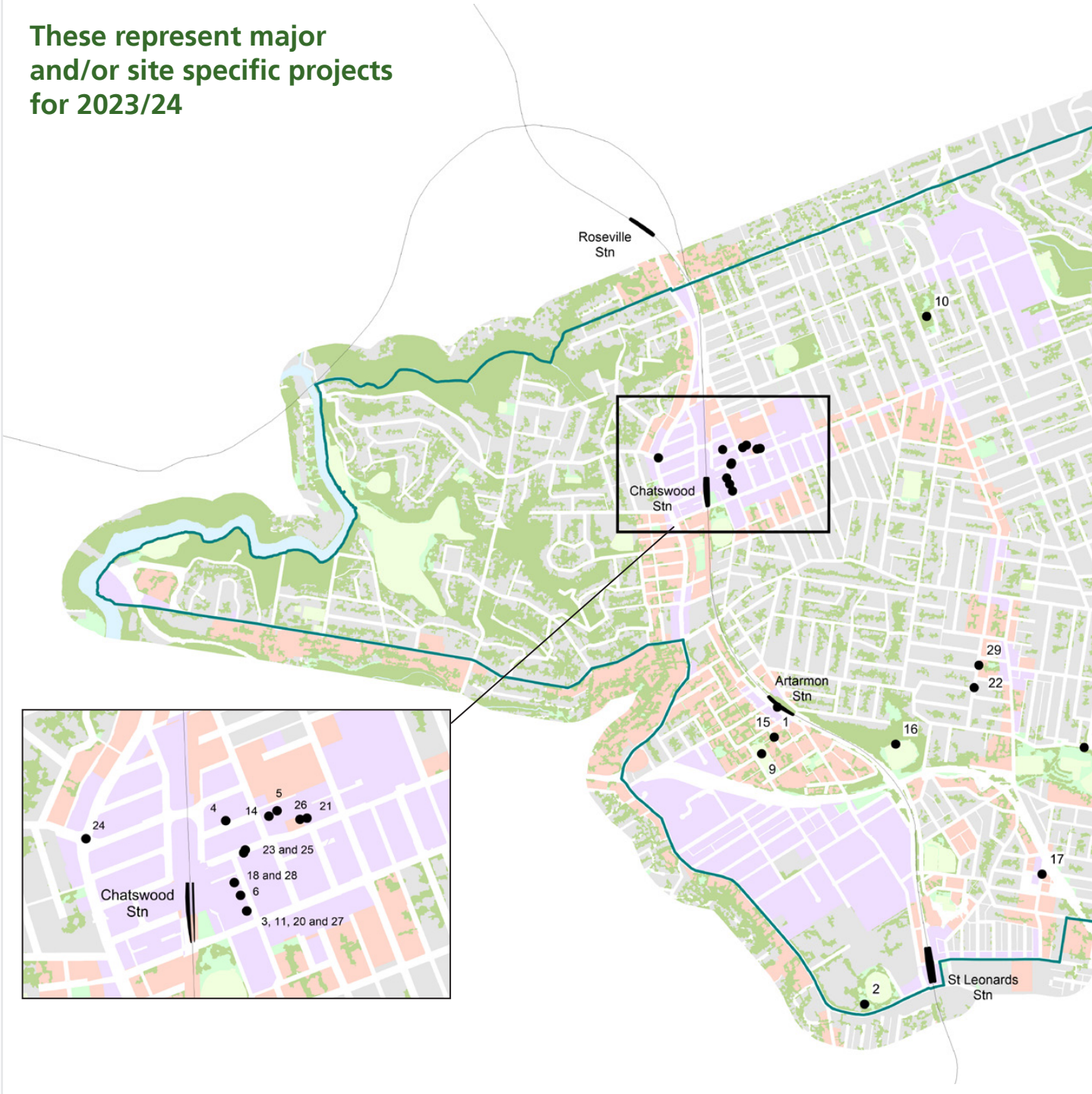
Council's approach to addressing these pressures is outlined in our Long Term Financial Plan which is currently also on public exhibition at **www.haveyoursaywilloughby.com.au** and seeking feedback.

In the pages which follow, you will see that in 2023/24 we will invest in significant new capital works, asset renewal and upgrades to transform facilities and community spaces. We will deliver a range of activities and services that will build environmental resilience and strong, connected communities.

Highlights

PROJECTS FOR 2023/24

These represent major and/or site specific projects for 2023/24





1 Essential Housing - Abbott Road, Artarmon - design and construction
2 Gore Hill Indoor Sports Complex
3 Council building - Victor Street asset renewal and refurbishment
4 Regency Leisure Centre capital works
5 Resource collections - central library
6 Road Patching Grant
7 Natural Area Management - Middle Harbour maintenance
8 Willoughby Leisure Centre - construction for major upgrade of pool hall
9 Thomson Oval - synthetic surface renewal - design and construction
10 Muston Park Master Plan - Wisteria Walk/South lawn zone
11 Chatswood CBD Implementation Strategy
12 Flat Rock Gully - Stormwater Upgrade - construction
13 Stormwater Renewal - pipe relining program, design and construction
14 WCC buildings - solar photovoltaic (PV) and battery installation
15 Hampden Road Artarmon, streetscape - construction
16 Artarmon Parklands Pavilion - construction
17 Naremburn local centre streetscape - design and construction
18 Renew of on-street parking meters
19 Rebuild and repair damaged retaining walls
20 Bus stop access upgrade - construction
21 The Concourse - Replacement of shade structures for external dining
22 Edward Street Precinct
23 Chatswood CBD Special event - Culture Bites
24 Chatswood Lunar New Year Festival
25 Emerge Festival
26 The Concourse Theatre - lighting replacement
27 CBD marketing and destination plan
28 Bicentennial Reserve and Castle Cove Oval - renewal/upgrade of sportsground (clubrooms and facilities) - design and construction
29 Greening our City grant program - Edward Street - Penshurst Street South

Highlights

PROJECTS FOR 2023/24



Willoughby Leisure Centre – Construction for major upgrade of pool hall – $27.6M

About this project: This project will create modern aquatic facilities and enable tailored services to be provided including Learn to Swim, rehabilitation programs, fitness and training and aquatic family fun. Construction commenced in 2022/23 and will be completed at the start of 2024/25.

Work for 2023/24: Facility upgrade construction works including 25 metre lap pool with access ramp, warmer pool for programs such as warm water exercise, learn to swim pool, toddler pool, play pools and new spa and sauna, and external cladding and re-roofing of the whole centre.



Hampden Road Artarmon, streetscape upgrade – Construction – $3.4M

About this project: We will implement the Artarmon Local Centre Public Domain Masterplan to improve pedestrian amenities and safety. Increased alfresco dining, new public amenities and integration with future shared paths will be the key deliverables of the proposed works.

Work for 2023/24: This will include an upgrade to the Village Green parkland including new seating and construction of new kerb and gutter, footpath and landscape improvements.



Gore Hill indoor sports complex – Stage 2 – Revised Business Case and Concept Plan – $2M

About this project: This new multisport facility is designed to meet the indoor recreation needs of our current and future population. The facility will be an inclusive community hub that provides recreation and leisure opportunities for people of all ages and abilities.

It will include multi-purpose indoor courts, with supporting areas and underground car parking to complement the sports oval and park development completed in 2019.

The facility vastly expands and improves recreation facilities in the Willoughby area. It will attract local residents, visitors and workers.

Work for 2023/24: Revised business case and concept plan.



Thomson Oval - synthetic surface renewal – Design and Construction – $1.4M

About this project: This project will deliver a safe, functional playing surface at the Oval to maximise access by and meet the needs of sporting groups, community members and Artarmon Public School.

Work for 2023/24: Renewal of new synthetic playing surface.

Highlights

PROJECTS FOR 2023/24



Artarmon Parklands Pavilion – $1.3M

About this project: We will deliver a new pavilion through the adaptive reuse of the former Artarmon Bowling Clubhouse. The fully accessible facility will include a multi-purpose community room, sheltered deck areas, kitchen, all-weather community pavilion, and new public bathrooms.

Landscaped terraces and ramps will connect the Pavilion with the adjoining playground and passive recreation spaces. Once completed, the Pavilion will complete the Parklands precinct to create a place for all to relax, exercise and connect.

Work for 2023/24: Construction and commissioning of the new amenity, including surrounding landscaped areas.



Naremburn local centre streetscape – Design and Construction – $850K

About this project: To upgrade Naremburn's local centre and provide easier access for pedestrians, cyclists and bus passengers to improve and extend visitation time to create higher economic activity, supporting business retention and growth.

Work for 2023/24: The works will facilitate easy movement between café lease areas and new general public space; create generous informal seating and gathering areas; offer shade to the newly created public space; and add to the neighbourhood character. Construction of new kerb and gutter, footpath and landscape improvement.



Chatswood Lunar New Year festival – $515K

About this project: The festival aims to bring the community together to celebrate the Lunar New Year. We aim to increase patronage and improve the economic impact within the area.

Work for 2023/24: A three week festival to celebrate the Lunar New Year in January to February 2024.



Chatswood CBD special event – Culture Bites – $483K

About this project: A year-long calendar of cultural activities and events, both ticketed and free, within the Chatswood CBD will be delivered. With a diversity of events, we aim to increase patronage, improve the economic impact within the Chatswood CBD and position Chatswood as the Cultural Heart of the North Shore.

Work for 2023/24: Cultural events occurring throughout the year.

Highlights

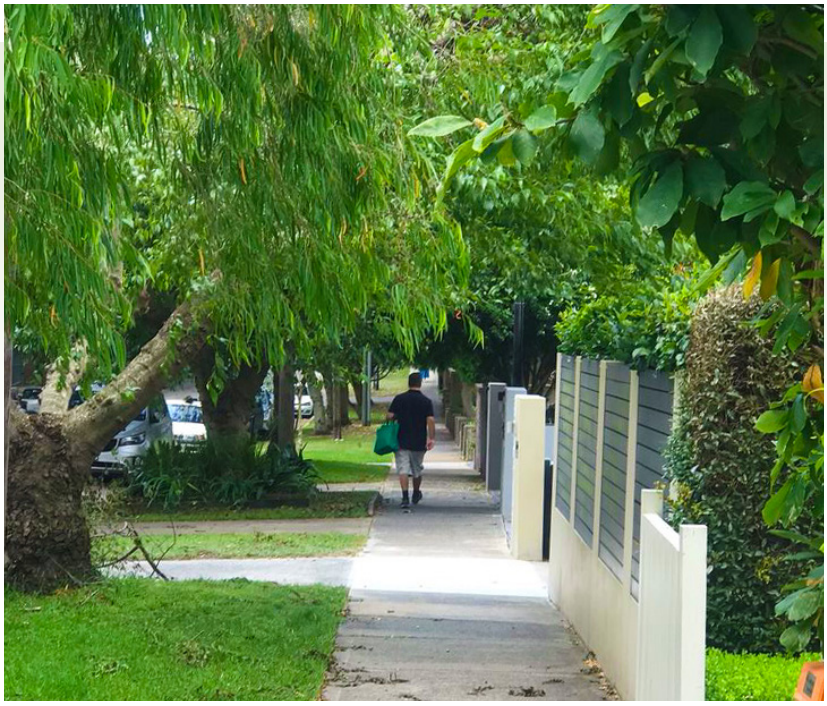
PROJECTS FOR 2023/24



Natural area management – Middle Harbour maintenance – $480K

About this project: Maintenance to Middle Harbour to enhance its biodiversity, aesthetics, and recreational, education, natural heritage, scientific and intrinsic values.

Work for 2023/24: Actions to be undertaken include pest plant management, site rehabilitation/ revegetation, stormwater management, and pest animal management.



Greening our City grant program – Edward St-Penshurst St South – $450K

About this project: This project will enhance Edward Street at Penshurst Street South, Willoughby as part of the Greening Our City grant program, to increase pedestrian amenity and improve the CBD public domain.

Work for 2023/24: Enhancement of Edward Street leased outdoor dining area.



Flat Rock Gully – Stormwater Upgrade – Construction – $400K

About this project: This project will upgrade the stormwater system following the collapse of a stormwater pipe at Flat Rock Gully.

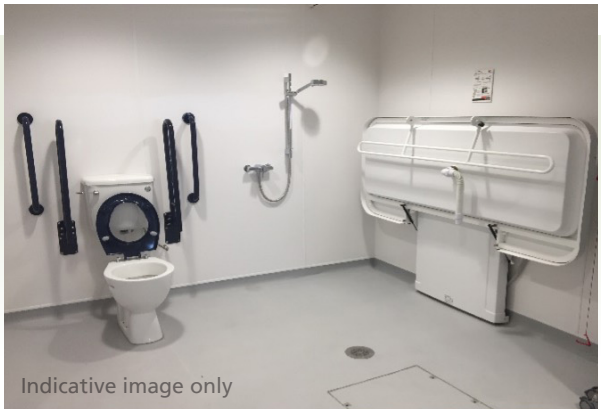
Work for 2022/23: Design and construction to improve the stormwater system.



Essential Housing – Abbott Road, Artarmon – Design and Development Consent – $300,000

About this project: This project will convert a vacant property into affordable housing for key workers within Willoughby in close proximity to schools, transport and shops. It will help retain employees for local businesses.

Work for 2023/24: Design of, and development consent for the facility.



Indicative image only

Upgrade of sportsground pavilions at Bicentennial Reserve and Castle Cove Oval – Design and Construction – $250,000

About this project: Renewal of sportsground clubrooms and facilities at Bicentennial Reserve and Castle Cove Oval.

Work for 2023/24: Introduction of gender neutral facilities, improving compliance with disability access standards and fixture updates to improve environmental sustainability.

Highlights

PROJECTS FOR 2023/24



Urban tree canopy and greening – $150,000

About this project: This project will expand urban tree canopy cover in the public domain. Enhanced urban tree canopy and greener streetscapes provides a number of benefits, including urban heat mitigation, visual amenity improvements, enhanced urban biodiversity, stormwater quality improvements, and increased activation and associated economic activity.

Work for 2023/24: Undertake urban tree canopy and greening in highly urbanised locations in and around Chatswood CBD and local centres.



Customer Experience Strategy – Implementation – $118,000

About this project: We are implementing the Customer Experience Strategy to drive improvements in our delivery of customer experience.

Work for 2023/24: Implementation of a customer feedback program to improve our ability to capture customer feedback, insights and data. Documenting (on a visual map) our customers' experiences when interacting with us, in order to develop a greater understanding of our customers' points of view.



Community Engagement Strategy – Implementation – $50,000

About this project: We are implementing the Community Engagement Strategy which outlines how we will support our community to engage and participate in our decision making.

Work for 2023/24: Developing a toolkit to support the delivery of effective community engagement in our decision making.



Hi Neighbours Program

About this project: This program aims to promote neighbour connections and reduce social isolation among high rise apartment residents.

Work for 2022/23: Expressions of interest will be opened for apartment buildings to deliver an event or actvity to engage their neighbours and foster a sense of community within their own apartment buildings.

MANAGED BY COUNCIL

17
PUBLIC HALLS



330ha
of bushland and nearly 20km of harbour foreshore

81,000
CALLS, EMAILS AND SERVICE REQUESTS RECEIVED



7
LIBRARIES

288km
OF SEALED ROADS

$68.5m projects and capital works expenditure

$132.3m total operating expenditure

56
SPORTS GROUNDS AND SPORTS COURTS

147
PARKS AND RESERVES

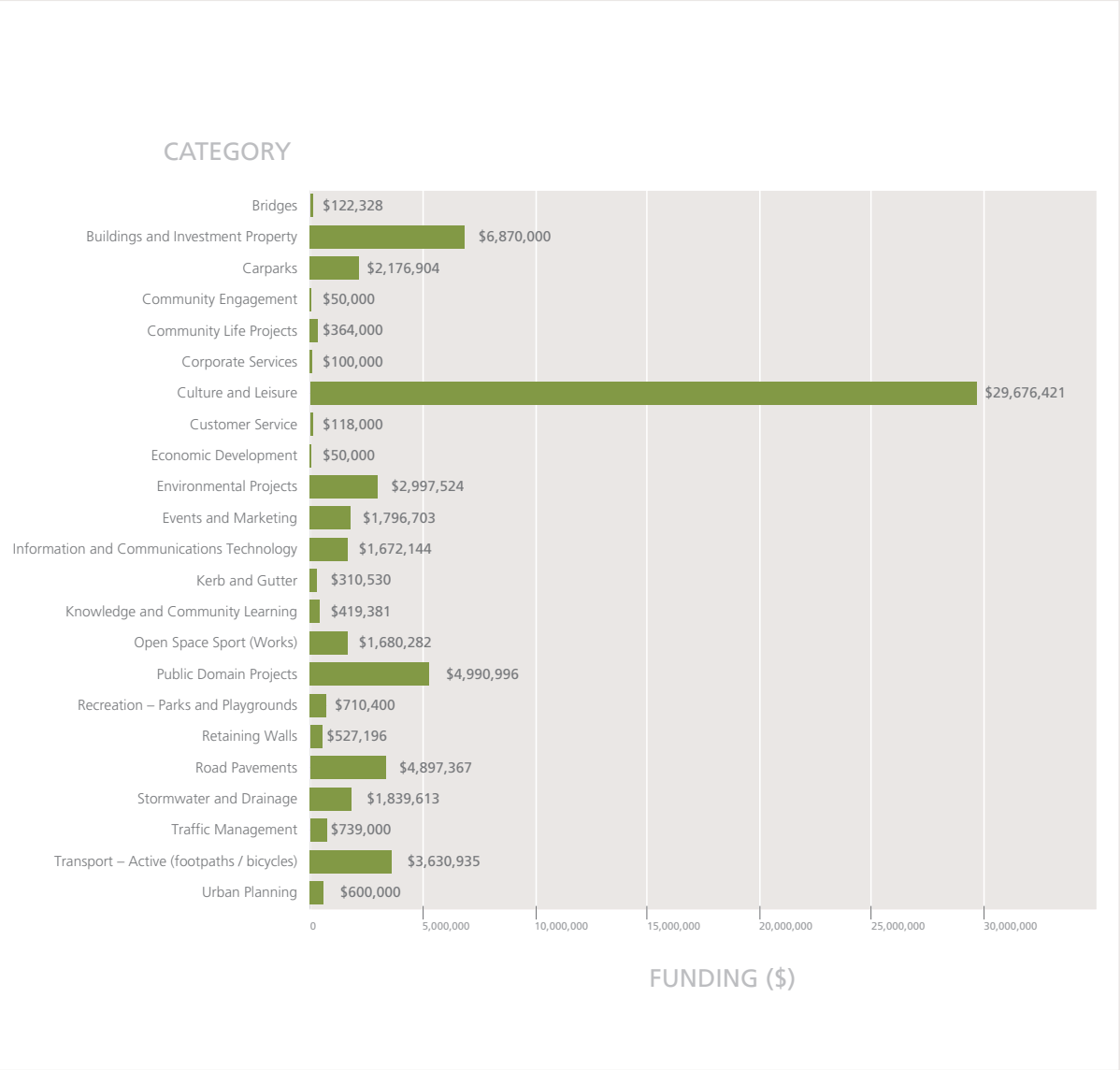
425ha
OF OPEN SPACE

44
PLAYGROUNDS

Projects & Capital Works

The Projects and Capital Works program for 2023/24 is $66.3m. The figure below provides a summary of all categories and their associated spend in 2023/24.

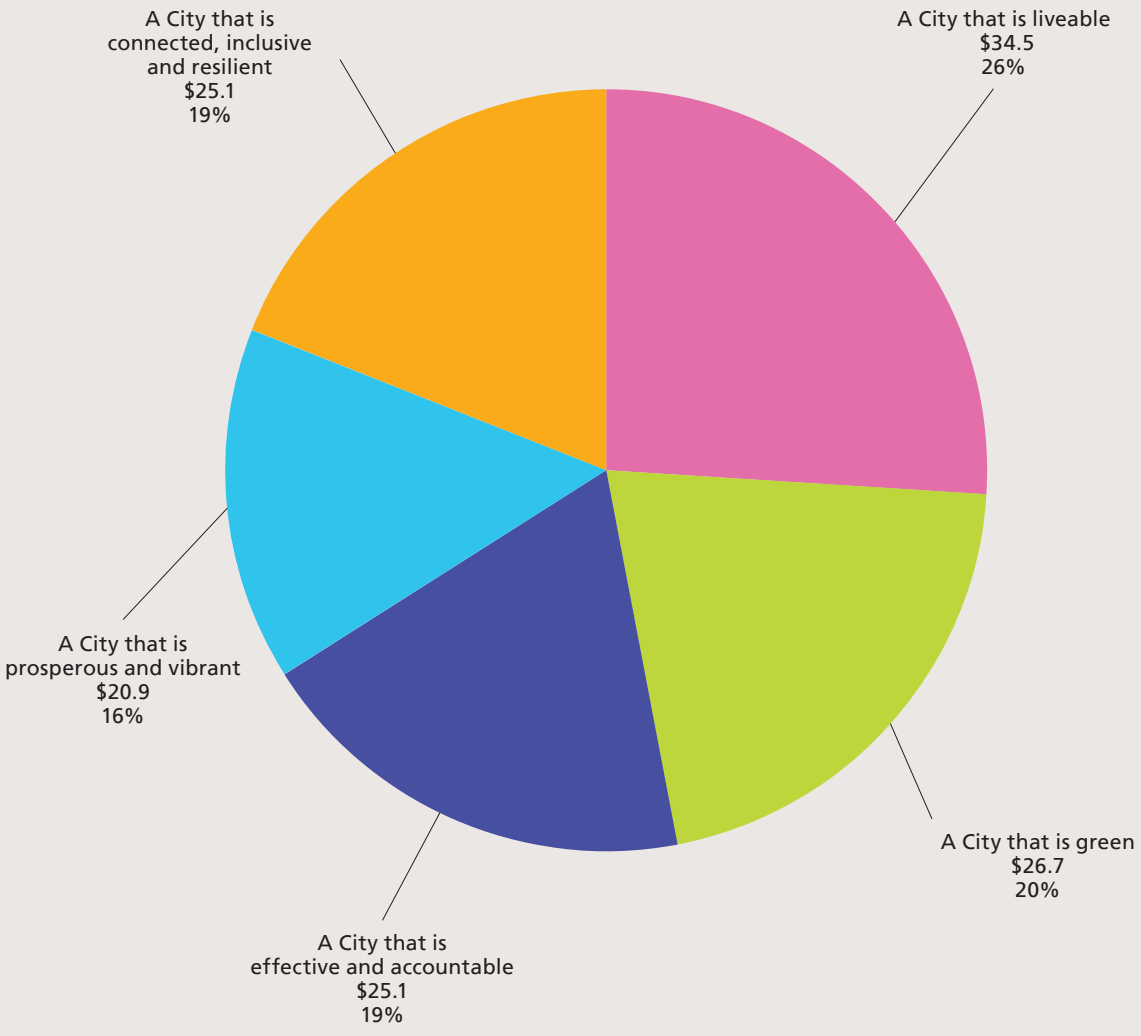
FUNDING 2023/24 ($66.3m)*



*(excluding $2.2m in centralised funding for unforeseen project costs associated with the current economic climate, and for other priority projects as required)

The projected 2023/24 expenditure on the five community outcomes in the Community Strategic Plan are outlined below.

2023/24 OPERATING EXPENDITURE BY OUTCOME $M



Projects and Capital Works by Asset Category

The projects and capital works for the financial year are provided by category in the table below.

ID	TITLE	COMMUNITY PRIORITY	BUDGET
BRIDGES			
302366	Bridge design and construction works	2.1	$122,328
BUILDINGS AND INVESTMENT PROPERTIES			
301964	Council building - Victor Street asset renewal and refurbishment	5.1	$3,010,000
301984	Regency Leisure Centre capital works, 24 Endeavour Street Chatswood	5.3	$1,400,000
302250	Asset data, capture and validation program	5.3	$30,000
302355	Council property - 13 Eastern Valley Way, Northbridge - upgrade	5.3	$70,000
302361	Artarmon Parklands Pavilion - construction	5.3	$1,300,000
302384	Chatswood Youth Centre - bathrooms upgrade	2.7	$90,000
302398	The Concourse Theatre - lighting replacement	5.3	$250,000
302407	The Concourse - Century Venues capital works	5.3	$400,000
302409	Bicentennial Reserve and Castle Cove Oval - renewal/upgrade of sportsground (clubrooms and facilities) - design and construction	3.2	$250,000
302417	Dougherty Community Centre - AV upgrade	3.5	$30,000
302438	MOSAIC kitchen upgrade and stairlift installation	2.7	$40,000
CARPARKS			
302309	Northbridge Plaza Carpark capital repairs	5.3	$52,020
302352	Bicentennial Reserve Lower Carpark capital repairs	5.3	$37,000
302354	Cleland Park Carpark construction	5.3	$40,480
302356	Clive Park Carpark construction	5.3	$27,404
302357	Naremburn Park Carpark construction - Francis St	5.3	$10,000
302364	Carpark - design - various locations	5.3	$10,000
302365	Renew of on-street parking meters	2.4	$2,000,000
COMMUNITY ENGAGEMENT			
302327	Community Engagement Strategy implementation	5.5	$50,000
COMMUNITY LIFE			
301801	Essential housing - Abbott Road, Artarmon - design and development consent	3.5	$300,000
302371	Community Wellbeing Survey	2.7	$64,000


RANGER
RANGER
Jamil Arsalah

ID	TITLE	COMMUNITY PRIORITY	BUDGET
CORPORATE SERVICES			
302243	Public Toilet Strategy - implementation	3.10	$100,000
CULTURE AND LEISURE			
301962	Gore Hill Indoor Sports Complex - planning and design	3.2	$2,000,000
302186	Willoughby Leisure Centre - construction for major upgrade of pool hall	3.3	$27,626,421
302443	Willoughby Leisure Centre exercise equipment	3.3	$50,000
CUSTOMER SERVICE			
302326	Website and other customer information	5.7	$20,000
302375	Customer Experience - implementation of the Customer Feedback Program	5.7	$45,000
302377	Customer Experience - mapping customer interactions with Council	5.7	$53,000
ECONOMIC DEVELOPMENT			
302195	Economic development	4.5	$50,000



ID	TITLE	COMMUNITY PRIORITY	BUDGET
ENVIRONMENTAL PROJECTS			
301968	Water harvesting program	1.3	$85,000
301969	Water efficiency upgrade	1.4	$20,000
301970	Water asset maintenance	1.3	$280,000
301971	Water quality monitoring	1.3	$140,000
301977	Water Sensitive Urban Design	1.3	$215,000
302124	Natural area management - Middle Harbour maintenance	1.3	$480,000
302125	Natural area management - Lane Cove River catchment maintenance	1.3	$184,000
302126	Catchment management actions - Lane Cove River catchment maintenance	1.3	$48,000
302127	Catchment management actions - Middle Harbour maintenance	1.3	$65,000
302128	Reserve linkage planting - maintenance	1.3	$160,000
302129	Streetscape canopy replenishment, Willoughby implementation	1.3	$45,000
302130	'Live Well' bushland community project education	1.2	$90,000
302131	Flat Rock Gully restoration, Small Street, Naremburn implementation	1.2	$32,524
302138	Waterway Plan - manual cleaning of creeks - maintenance	1.3	$55,000
302154	Live Well in Willoughby sustainability education campaign	1.2	$120,000
302285	Urban tree canopy and greening	1.1	$150,000
302330	Resilient Willoughby Program 2023/24	1.1	$80,000
302342	WCC owned buildings - electricity meter - upgrades	1.4	$30,000
302343	WCC owned lighting - interior and exterior - LED upgrade	1.5	$40,000
302344	Better Business Partnership (BBP) - community support	1.2	$125,000
302345	WCC buildings - solar photovoltaic (PV) and battery installation	1.5	$350,000
302346	Sustainable fleet and plant - procurement	1.5	$95,000
302347	WCC LGA solar PV/battery assessments	1.5	$20,000
302348	Air quality monitoring - Artarmon industrial estate	1.3	$18,000
302349	WCC LGA - Street Light Improvement Program - main roads	1.4	$30,000
302350	WCC Net Zero Emissions Roadmap - review and update	1.5	$15,000
302351	WCC energy and carbon reporting platform - licence fees/maintenance	1.5	$25,000

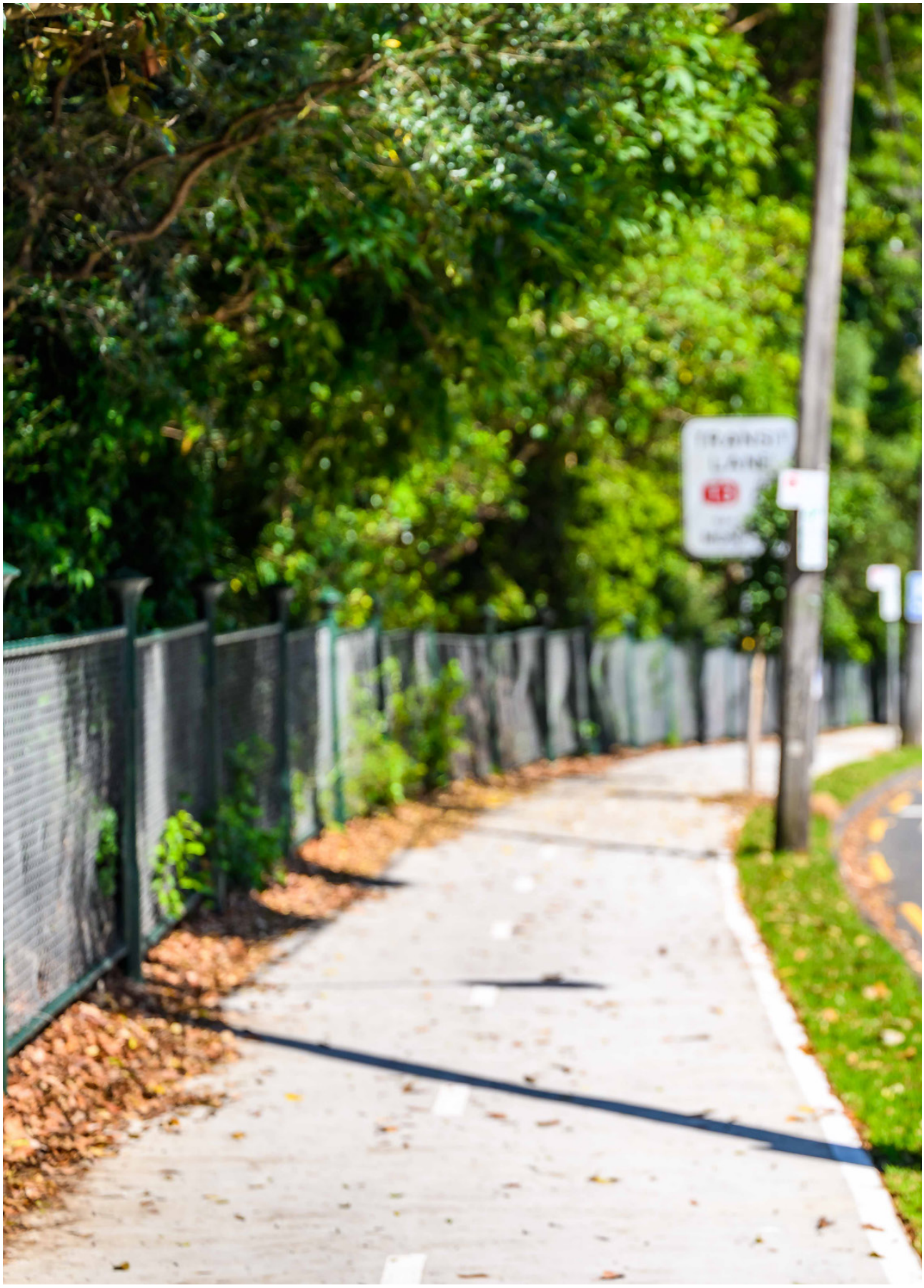
ID	TITLE	COMMUNITY PRIORITY	BUDGET
EVENTS AND MARKETING			
302400	Chatswood CBD Special event - Culture Bites	4.5	$483,009
302401	Chatswood Lunar New Year Festival	2.3	$515,000
302402	Carols at Willoughby Park	3.6	$30,695
302403	Australia Day	2.3	$14,326
302404	Willoughby Street Fair, Chatswood	3.6	$115,565
302405	CBD Christmas tree	3.6	$26,742
302406	Emerge Festival	4.4	$270,000
302408	CBD marketing and destination plan	4.4	$271,366
302425	Gaimariagal Festival	2.3	$70,000
INFORMATION AND COMMUNICATIONS TECHNOLOGY			
302418	Digital and Cyber Security Strategy implementation	5.1	$72,144
302434	CONNECT Software implementation Phase 3	5.1	$1,600,000
KERB AND GUTTER			
302308	Kerb and gutter rehabilitation with pavement work	2.1	$13,280
302340	Kerb and gutter repair- Glenroy Avenue, west side at the cul-de-sac	2.1	$42,250
302353	Kerb and gutter repair at Mabel Street, Stage 1 - east side (no 35/37 & no. 30/95 Laurel Street)	2.1	$33,000
302395	25-47 Moola Parade, Chatswood (Stage 1)	2.1	$122,000
302419	Renewal of failed infrastructure - kerb and gutter works >$10,000	2.1	$100,000



ID	TITLE	COMMUNITY PRIORITY	BUDGET
KNOWLEDGE AND COMMUNITY LEARNING			
302116	Resource collections - central library	2.7	$360,000
302117	Resource collections - branches	2.7	$40,000
302118	Library services - furniture and fittings	2.7	$19,381
OPEN SPACE – SPORT			
302296	Thomson Oval - synthetic surface renewal - design and construct	3.2	$1,425,000
302307	Bicentennial Reserve - netball courts - re-sheeting upper courts	3.2	$200,736
302099	Centre cricket wickets - various sites - implementation	3.2	$15,000
302100	Remote irrigation/lighting controllers - various sites - implementation	3.2	$15,000
302101	Sportsground light globes - various sites - implementation	3.2	$24,546
PUBLIC DOMAIN			
302303	Wilkes Avenue Precinct - remediation	3.1	$75,000
302304	High Street, Willoughby Village lighting	3.1	$50,000
302305	CBD North Place Framework Plan	3.1	$55,350
302306	CBD - South Place Framework Plan	3.1	$55,350
302359	Hampden Road Artarmon, streetscape - construction	5.3	$3,405,266
302362	Naremburn local centre streetscape - design and construction	5.3	$850,000
302426	Willoughby City Signage Threshold/Identity Statement treatment	3.4	$50,000
302430	Greening Our City 2022 - Edward-Penshurst Street	1.2	$450,000
RECREATION – PARKS AND PLAYGROUNDS			
302147	Bales Park - playground - construction	3.2	$185,000
302289	Cleland Park - playground - design	3.2	$100
302290	Sutherland Park - playground - design	3.2	$100
302291	OH Reid Reserve - playground - design	3.2	$100
302292	Kingsford Smith Park - playground - construction	3.2	$100
302293	Sanders Park - playground - construction	3.2	$105,000
302299	Muston Park Master Plan - Wisteria Walk/South lawn zone	3.2	$350,000
302370	Park, Edinburgh Road, Castlecrag shops - part construction	3.2	$70,000

ID	TITLE	COMMUNITY PRIORITY	BUDGET
RETAINING WALLS			
302369	Rebuild and repair damaged retaining walls 25 Grafton Avenue, Naremburn	5.3	$337,196
302429	Rebuild and repair damaged retaining walls 21 Cawarrah and 9-13 Cawarrah Road embankments	5.3	$190,000
ROAD PAVEMENTS			
302310	Roads and Maritime Services Block Grant	2.1	$125,000
302311	Bus bay road pavement repair	2.1	$32,331
302312	Pavement management (Repair 50/50) - Lady Game Drive (Millwood Avenue - LGA boundary) - road pavement - construction	2.1	$88,000
302313	Road patching <$15,000	2.1	$500,000
302314	Road pavement, Roads to Recovery Rosewall Street (High Street - Penshurst Street), Centennial Avenue (Dardanelles Road - Carr Street)	2.1	$376,414
302317	Pavement management - Drake Street (Elizabeth Street - end); Elizabeth Street (Raleigh Street - Muttama Road); Centennial Avenue (Edgar Street - Dardanelles Road); Dardanelles Road (Centennial Avenue - De Villiers Avenue); Gillam Street (Orchard Road - end); Ranelagh Street (Stanley Street - end); Shelley Lane (Darling Street - Dowel Street); Wattle Lane (Archer Street - Anderson Street); Hotham Parade (no.47 - Clarendon St); Cramer Crescent (Beaconsfield Road - end); Tenilba Road (E.V.Way - Harden Avenue); Widgiewa Road (car park entry - Coorabin Road); High Street (Glover Street - McClelland Street); Campbell Street (Pacific Highway - Clarendon Street); De Villiers Avenue (Eddy Road - Dardanelles Road); Erskine Street (Johnson Street - end); Greenfield Avenue (Eastern Valley Way - Glenroy Street); Sawyer Lane (Clarenden Street - Asher Lane)	2.1	$1,858,244
302410	Renewal of failed infrastructure - road works >$10,000	2.1	$350,000
302440	Roads and Maritime Services Block Grant - supplementary	2.1	$41,000
302445	Road Patching Grant	2.1	$1,526,378
STORMWATER AND DRAINAGE			
302332	Stormwater design and investigation program	5.3	$22,916
302334	Stormwater upgrade - pipe upgrade program	5.3	$178,130
302335	Flat Rock Gully - stormwater upgrade - construction	5.3	$400,000
302336	Stormwater - pipe relining program, design and construct	5.3	$359,507
302337	Stormwater - pipe replacement program (LGA wide)	5.3	$371,870
302338	Stormwater - pit upgrades	5.3	$70,900
302339	Stormwater - patch program	5.3	$111,290
302420	Renewal of failed infrastructure - stormwater works >$10,000	5.3	$300,000
302441	Sugarloaf Creek Penshurst Street - planning and implementation	5.3	$25,000





ID	TITLE	COMMUNITY PRIORITY	BUDGET
TRAFFIC MANAGEMENT			
302113	Road safety behavioural program	2.1	$10,000
302120	Disabled parking spaces in Council on and off street parking areas in Priority Areas in Willoughby LGA - audit and design	2.1	$120,000
302259	Traffic, bicycle and pedestrian count survey	2.1	$20,000
302321	Road Safety Audit and minor improvement works (corrective actions)	2.1	$64,000
302322	High Street, Willoughby Local Centre - 40km/h high pedestrian activity area - study and design	3.1	$30,000
302323	Castle Cove Local Centre - pedestrian crossing facility - detailed design and construction	3.1	$30,000
302324	Willoughby Area parking management (study and implementation)	2.1	$50,000
302325	Road network performance monitoring	1.3	$15,000
302399	Edward Street Precinct	3.1	$400,000
TRANSPORT – ACTIVE (FOOTPATHS/BICYCLES)			
302056	Smith Street and High Street, Chatswood shared path - detailed design	2.1	$120,000
302121	Environmental Levy - Pacific Highway between Chatswood to St Leonards - shared path - construction	2.1	$2,411,000
302262	Pacific Highway, Boundary Street to Mowbray Road shared path - design	2.1	$50,800
302328	Pacific Highway Chatswood to Roseville - shared path – concept design	2.1	$50,000
302329	Bike Plan 2024 and minor bicycle improvements	2.1	$60,000
302372	Footpath Missing Links program	2.1	$187,272
302374	Pedestrian ramps - construction - various locations	2.1	$11,077
302383	Corner Small and Tulloh Street - footpath - design and construction	2.1	$173,601
302391	Bus stop access upgrade - construction	2.1	$367,185
302411	Renewal of failed infrastructure - footpath works >$10,000	2.1	$200,000
URBAN PLANNING			
302331	Chatswood CBD Strategy implementation	4.6	$400,000
302363	Willoughby Heritage Review	2.2	$60,000
302367	Integrated Transport Strategy implementation	2.1	$60,000
302433	Review of Flooding Technical Standard	2.8	$80,000
	Centralised funding for unforeseen project costs associated with the current economic climate, and for other priority projects as required.		$2,202,447
TOTAL			**$68,542,141**

Corporate Performance Indicators

These corporate performance indicators for 2023/24 will ensure our services meet community needs.

The progress on these indicators is tracked throughout the year. It is reported to Council and our communities every six months.

Corporate performance indicator	Target
Operational budget Year to date actual compared to revised budget	≤±5%
Operational budget Year to date expenditure compared to revised budget	≤±5%
Projects and capital works Project and capital works milestones delivered on time	≥85%
Community perception Overall community satisfaction	≥70%
Customer satisfaction Overall customer satisfaction with Council services	≥70%
Enterprise risk management Enterprise Risk Management open actions not overdue	≥85%
Work health and safety Lost time injury rate	≤4.10
Work health and safety Work health and safety matters addressed within 30 days	≥90%


THE CONCOURSE
Concert Hall
Theatre
CHATSWOOD
YEAR OF
THE RABBIT FESTIVAL

Business Improvement Initiatives

Our business improvement program continues to improve value for our customers. The priority areas below were developed based on Councillor and community feedback and as a result of organisational risk analysis. Business improvement initiatives undertaken that support these themes will be reported annually.

Initiative	Strategic Alignment
Improve customer experience	Outcome 5
Improve community engagement	Outcome 5
Improve planning approval process	Outcome 5
Implement CONNECT (corporate systems) project	Outcome 5
Improve corporate processes	Outcome 5



Budget Summary and Revenue Policy

The 2023/24 operating budget finds Council budgeting for a deficit of $2.7m before capital grants and contributions. The budget moves to a surplus of $8.3m when Capital Revenue (Capital Grants and Developer Contributions that are restricted for capital works) is accounted for.

The 2023/24 budget continues the previous years' deficit position mainly due to higher depreciation costs resulting from higher asset values and high inflation, offset by a significant increase in budgeted interest income due to higher interest rates on investments. This increased interest revenue is a short term benefit in 2023/24 only, as the delivery of major projects will reduce Council's total cash holdings and the resulting interest revenue in future years.

While some revenue streams are slowly recovering from the impact of COVID-19 restrictions over the past three years, Council's costs continue to grow at a higher rate than revenue due to the impact of high inflation. In response, Council and staff have worked together to identify opportunities to reduce costs and to optimise revenue where possible.

The Independent Pricing and Regulatory Tribunal (IPART) has approved a rate peg of 3.7% for 2023/24, which is significantly lower than the current annual inflation rate of 6.8% (February 2023). The modelling in the Long Term Financial Plan indicates that the projected trend of costs increasing significantly above revenue will trigger the need for Council to apply to IPART for a Special Rate Variation in 2024/25 to ensure ongoing financial sustainability. Detail of this can be found in Council's Long Term Financial Plan 2023-2033.

Key Financial Information	2023/24 Budget $M	2022/23 Budget $M
Operating Income	129.6	114.5
Operating Expenditure	132.3	116.2
Net Operating Result (before Capital Grants and Contributions)	**(2.7)**	**(1.7)**
Capital Grants and Contributions	11.0	9.0
Operating Result	8.3	7.3

Financial Performance for the year ended 30 June 2024 (Profit and Loss and Funding Statement)

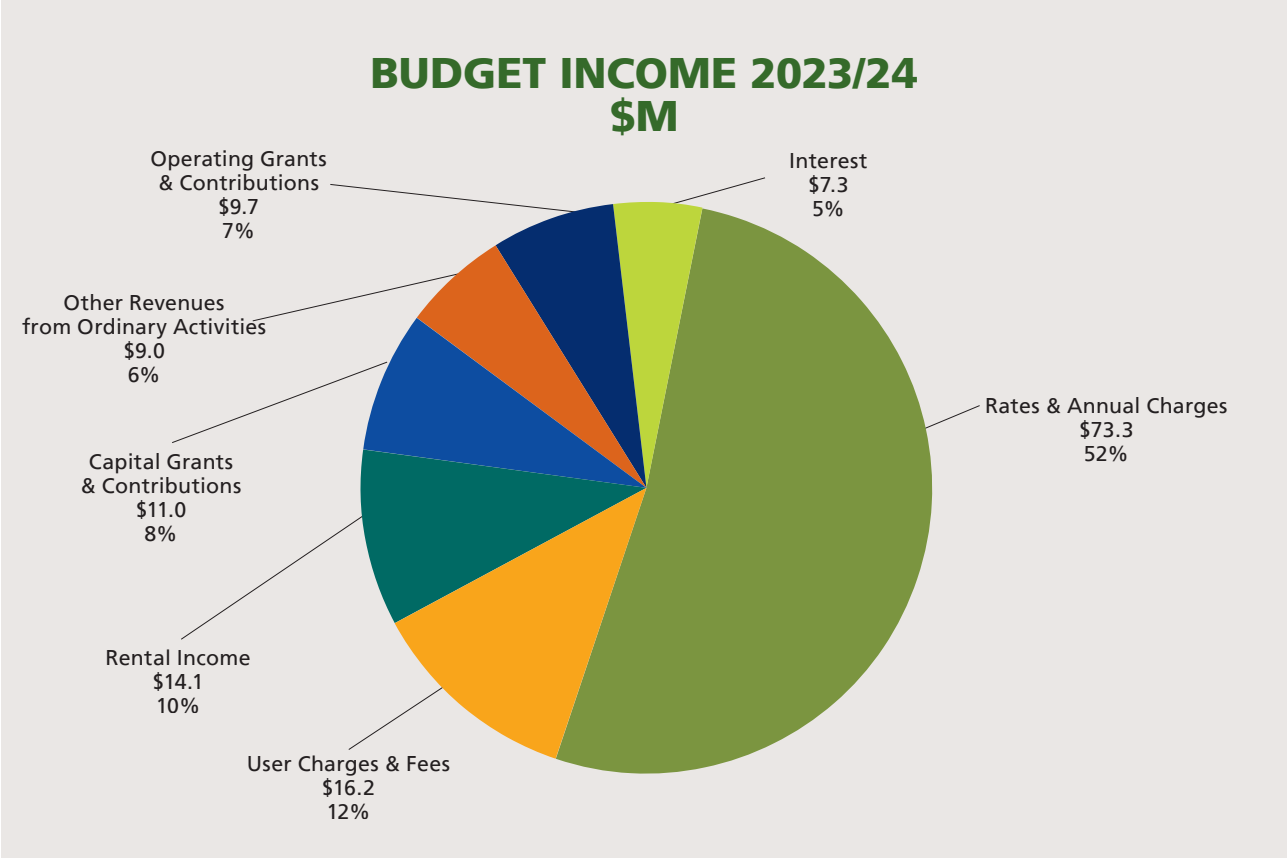
Review of the detailed budget operating statement indicates that revenue is derived from various sources including rates, fees and charges, rental income, grants and contributions, interest and other income.

In 2023/24 the largest contribution to income Council receives will be from rates and annual charges ($73.3m or 52%). Council's main source of income other than rates and annual charges is from user charges and fees of ($16.2m or 12%).

Classifications of materials and contracts and other expenses in 2023/24 Budget have been re-aligned to match with Financial Statement requirements.

PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2024

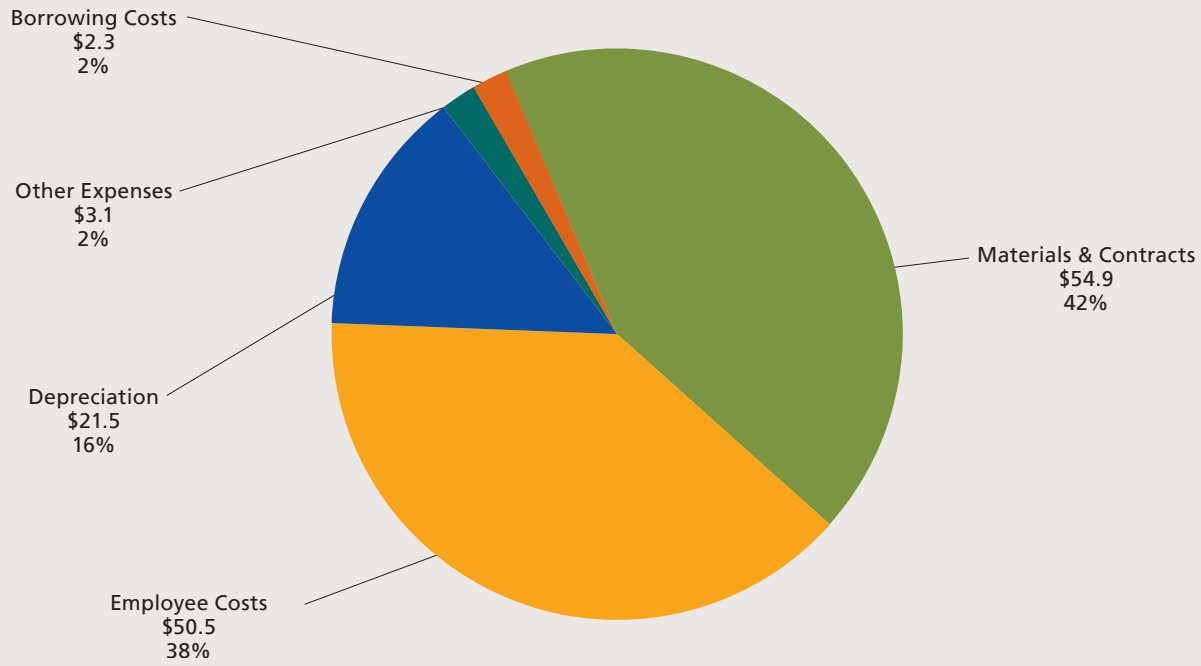
REVENUE FROM ORDINARY ACTIVITIES	Budget 2023/24 $M
Rates and Annual Charges	73.3
User Charges and Fees	16.2
Rental Income	14.1
Operating Grants and Contributions	9.7
Other Revenues from Ordinary Activities	9.0
Interest	7.3
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	129.6
EXPENSES FROM ORDINARY ACTIVITIES	
Materials and Contracts	54.9
Employee Costs	50.5
Depreciation	21.5
Other Expenses	3.1
Borrowing Costs	2.3
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	132.3
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(2.7)
Capital Grants and Contributions	11.0
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	8.3


BUDGET INCOME 2023/24
$M
Operating Grants & Contributions $9.7 7%
Interest $7.3 5%
Other Revenues from Ordinary Activities $9.0 6%
Rates & Annual Charges $73.3 52%
Capital Grants & Contributions $11.0 8%
Rental Income $14.1 10%
User Charges & Fees $16.2 12%



In 2023/24, the primary expense will be materials and contracts which will account for 42% of expenses, followed by employee costs (38% of expenses).

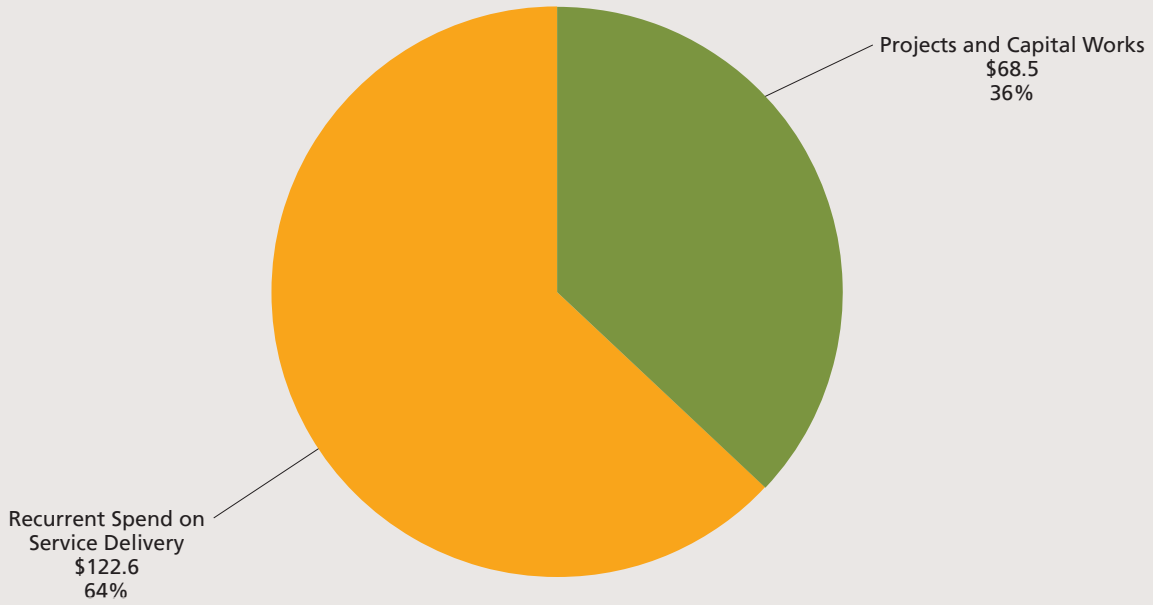
CAPITAL WORKS AND OPERATIONAL PROJECTS 2023/24 $M



As well as the $132.3m of operational expenses, Council will spend $58.8m on capital (assets). This will renew and upgrade existing assets and provide new assets for the community. Of the combined total spend of $191.1m, $68.5m will be spent on capital works and operational projects.

Breakdown of 2023/24 Budget Expenditure	Projects and Capital Works	Recurrent Spend on Service Delivery	2023/24 Budget Total $M
Operational Expenditure	11.8	120.5	132.3
Capital Expenditure	56.7	2.1	58.8
Total Expenditure	**68.5**	**122.6**	**191.1**

2023/24 BUDGET EXPENDITURE $M





BUDGET SUMMARY BY FUNDING AND EXPENDITURE

SUMMARY OF FUNDING	2023/24 $M	2022/23 $M
Rates	47.7	46.0
User charges and fees	16.2	15.3
Other	7.8	5.6
Rental income	14.1	13.4
Domestic waste management	18.7	16.9
Transfer from reserves	48.1	39.0
Grants and contributions	16.5	13.7
Internal recharge income	7.7	6.7
Environmental levy and stormwater charge	6.9	6.7
Developer contributions	4.3	3.2
Interest	7.3	1.6
Disposal of assets	0.1	0.4
TOTAL	195.4	168.5
SUMMARY OF EXPENDITURE		
Capital assets	56.6	47.3
Employee costs	47.0	42.0
Materials and contracts	36.5	20.8
Domestic waste management	17.3	15.6
Others	3.4	14.3
Transfer to reserves	16.1	12.0
Internal recharges	7.3	6.3
Environmental levy	6.1	5.9
Borrowing costs	1.6	1.5
Loan redemption	1.2	1.4
Employee costs – capital	0.6	1.2
Contributions and donations	0.2	0.2
TOTAL	193.9	168.5
SURPLUS (DEFICIT)	**1.5**	**0.0**

EXPENDITURE ON OUTCOMES

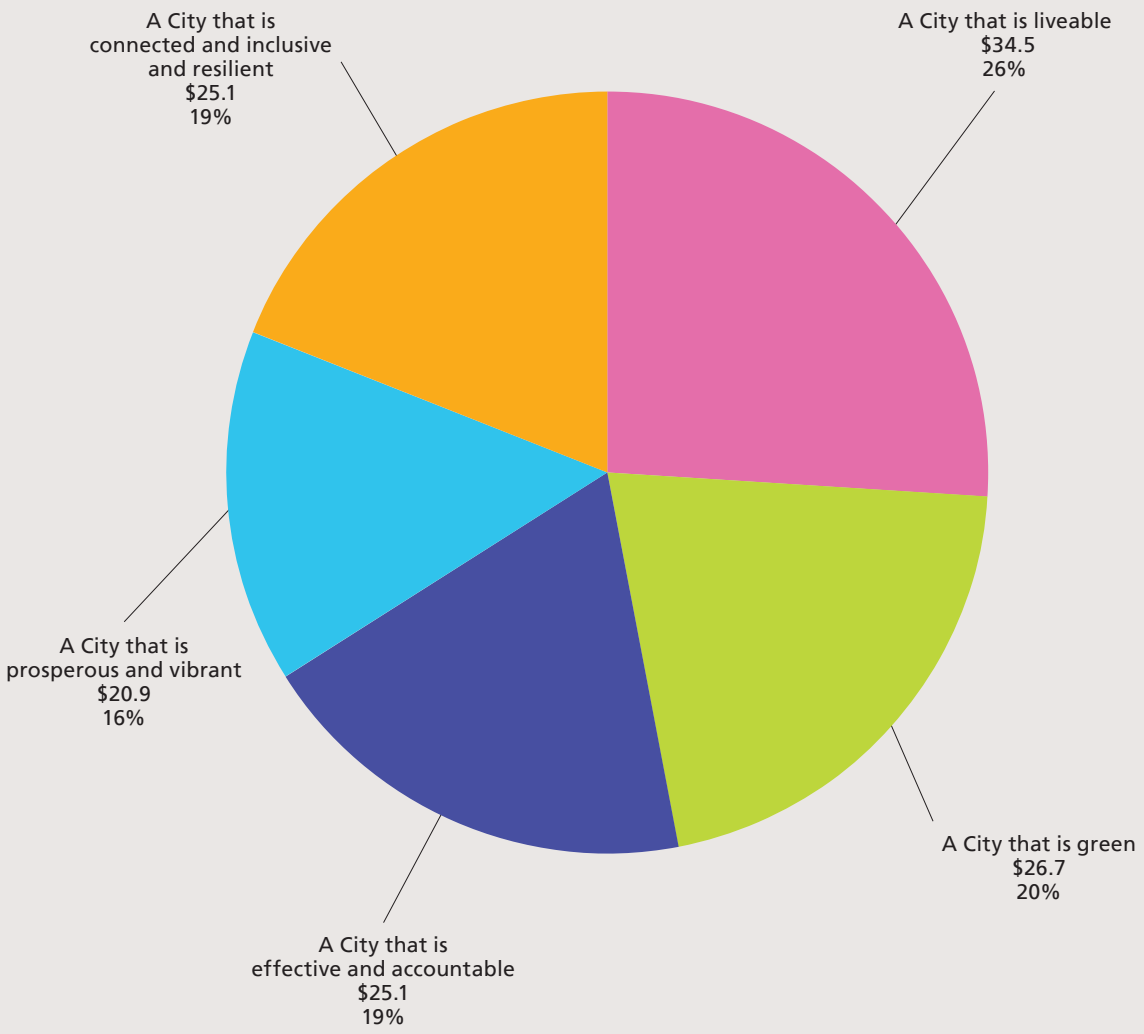
We provide a wide range of services and infrastructure that reflect community needs. Decisions on where we spend our budget are guided by community feedback.

This is used to develop our strategic plans.
The projected 2023/24 spend of $132.3m covers expenditure on the five outcomes in the community strategic plan, *Our Future Willoughby 2032*.

These outcomes are:

- A City that is green
- A City that is connected, inclusive and resilient
- A City that is liveable
- A City that is prosperous and vibrant
- A City that is effective and accountable

2023/24 OPERATING EXPENDITURE BY OUTCOME $M





Revenue Policy 2023/24

1. Rating Structure

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

The rates information below is based on the 3.7% rate peg granted by IPART for Willoughby City Council. The 3.7% rate peg will result in a $1.9m increase in Council's rate income.

We have adopted the following rating categories in 2023/24 (including the following rates in the dollar, minimum rates and their associated yields):

ORDINARY RATES	2023/24 RATE
Residential	
Ad valorem*	**.00051561**
Minimum	$881.20
Yield	$32.00m
Business	
Ad valorem*	**.0035294**
Minimum	$1,253.50
Yield	$12.77m
Chatswood Town Centre	
Ad valorem*	**.006463**
Minimum	$1,338.50
Yield	$7.44m
Chatswood Major Retail Centre – Chatswood Chase	
Ad valorem*	**.0197253**
Minimum	$1,121.75
Yield	$0.94m
Chatswood Major Retail Centre – Westfield	
Ad valorem*	**.018278**
Minimum	$1,121.75
Yield	$1.20m
Strata Storage Facility	
Ad valorem*	**.00595**
Minimum	$850.85
Yield	$0.10m
Total Yield Rates	**$54.45m**

*All Ad Valorem amounts are expressed as cents per $ land value.

The levy for Chatswood Major Retail – Chatswood Chase and Chatswood Major Retail – Westfield remains at the same percentage of the rate levy compared to other categories as in previous years. The percentage of the levy will change with the addition or cancellation of properties from the category. It 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 2022 valuation.

2. Sustainability Levy (e.restore) Environmental Restoration Program

A sustainability levy replaced the existing environmental levy to fund a third round of the e.restore program known as 'e.restore 3' in July 2008. The sustainability levy is subject to open reporting to ensure accountability to our community and that it is only spent on sustainability projects. In line with the projected rate peg increase of 3.7%, an amount of $6.3m will be raised from the rate levy in 2023/24.



Our *Green City Plan 2028* outlines projects by e.restore 3. It builds on previous rounds of environmental levy programs by ensuring the continuation of the vital bushland and catchment management initiatives that protect and restore our local environment. It also has a focus on mitigating and adapting to climate change. The plan sets key performance indicators so we can measure our performance and report on these each year.

The plan details our specific actions that support the community strategic plan with a focus on ecological sustainability.

3. Stormwater Management Service Charge

We are continuing detailed investigation and assessment programs of our drainage assets. Many drainage assets are approaching a critical phase in their lifespan and will require a significant program of renewal, repair and upgrade. Maintenance will be needed to optimise their service life. Stormwater harvesting has been identified for inclusion in a long-term drainage program.

The program in 2023/24 based on a 20-year plan, incorporates further investigation of pipeline condition, cleaning and blockage removal and the 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 Yield: $700,000

We will charge fees for services in line with our schedule of fees and charges for 2023/24.

4. Domestic Waste Management Charge

We have an annual domestic waste management charge on all rateable land in the City of Willoughby areas that is categorised as residential.

This recovers the cost of providing domestic waste management services for the 2023/24 rating year as outlined below. The 10% increase in the Domestic Waste Management Charge is required due to:

- Increased waste management volumes possibly resulting from increased working from home;
- Inflation at over 7% (annualised CPI peaked in December 2022 at 7.8% and in March 2023 was at 7%) which will increase the price of the current collection and disposal contracts;
- fund the up-front investment and ongoing incremental costs associated with adoption of the State Government's Waste and Sustainable Materials Strategy 2041, which includes mandating the separation of food and garden organics for households and selected businesses (which is forecast to increase waste management costs by between 8% and 16%).

Charge Type	Amount
Domestic Waste Management Charge	$618.00
Domestic waste management self-funded retiree and pensioner charge	$460.00
Total Yield	**$18.81m**



We reduce waste going to landfill by promoting the waste hierarchy (avoid, reduce, reuse, recycle) and ensuring waste is disposed of in a sustainable manner. The domestic waste management charge covers the following services for residential dwellings:

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

We also provide an on-call clean up service for a fee of $105.50 per service.

We charge a commercial waste collection service as below:

Charge Type	Amount
Commercial Waste Charge	$924
Total	**$268,000**

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. Pensioners and qualifying self-funded retirees also receive a $158 reduction in the domestic waste service charge.

Under Section 566(3) of the Local Government Act, the Minster for Local Government determines the maximum rate of interest payable on overdue rates and annual charges in a given year.

The interest rate for 2023/24 has been set at 9%. Council will take up the maximum rate.

6. Pricing Policy/Fees & Charges

All fees and charges quoted are GST inclusive. We apply GST to our fees and charges in line with the relevant legislation. The schedule of fees and charges in this document has been prepared using the best available information on the GST impact on the fees and charges at the time of publication. The fees and charges general increase was set at 7% (where appropriate) to cater for inflation.

We are 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, we have considered the full costs of providing the particular goods and services.

Our fee structure uses the pricing principles below.

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

Our fee structure also recognises our community service obligations to provide particular goods and services. These are reflected in the fees charged for those particular goods and services.

7. Work on Private Lands

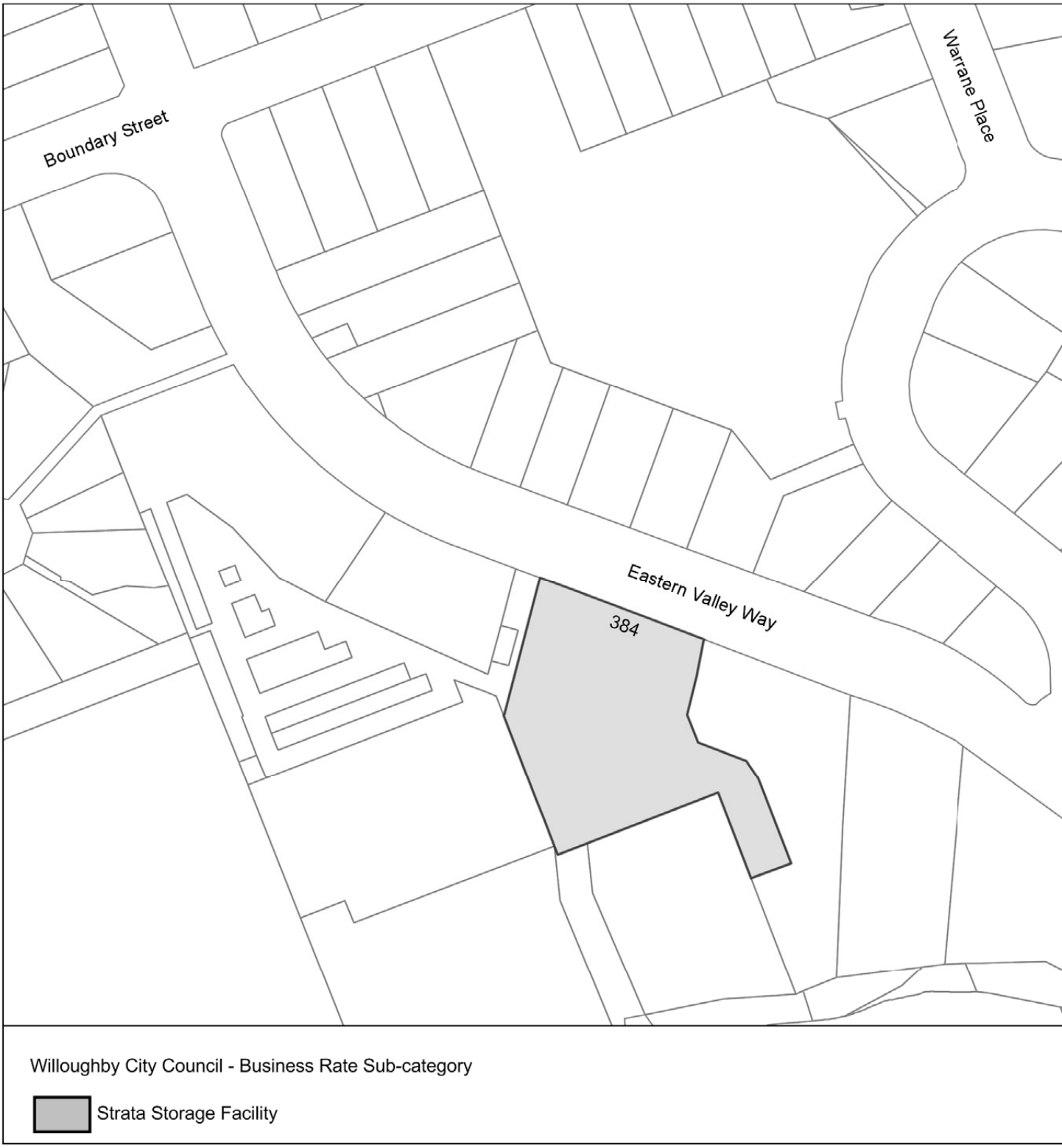
If we carry out work on private land, we charge the actual prime cost of the works and standard oncosts. This provides a full cost recovery plus a return for Willoughby City Council.

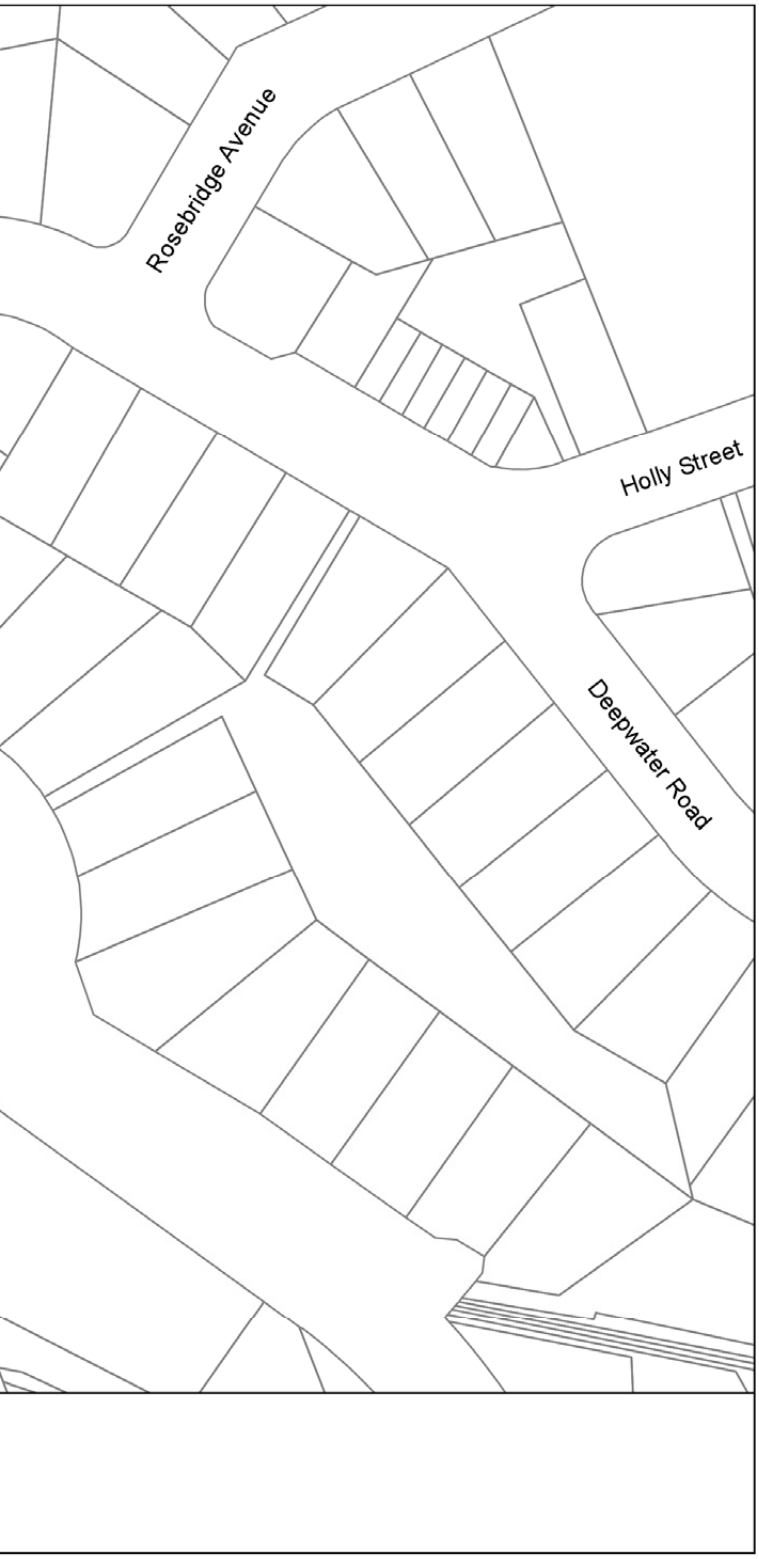
8. Loan Borrowing 2023/24

We do not propose any new loan borrowings in 2023/24.

9. Definition of business sub categories

The maps on the following pages show those areas to which each category and sub-category of rates included in the Plan applies.


Boundary Street
Warrane Place
Eastern Valley Way
384
Willoughby City Council - Business Rate Sub-category
Strata Storage Facility

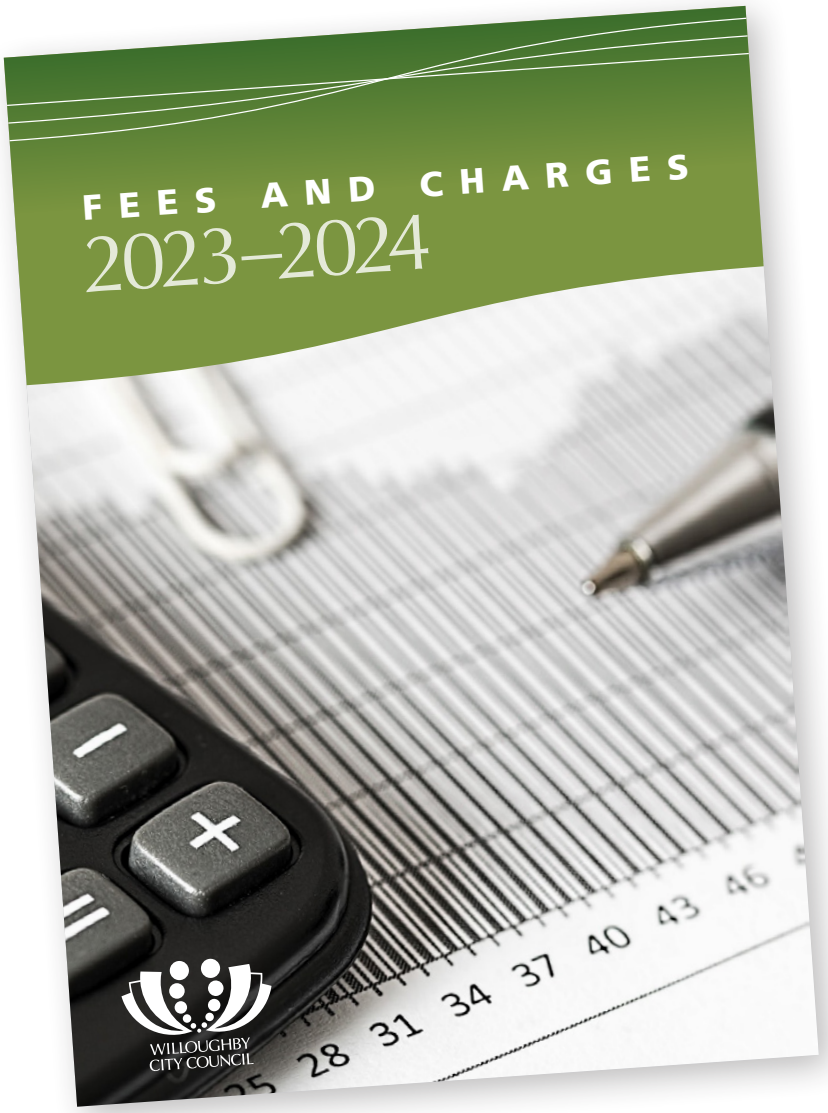

Rosebridge Avenue
Holly Street
Deepwater Road


Wilson St
Iris Lane
O'brien Street
Daisy Street
Wattle Lane
View Lane
Lepiastrier Lane
Day Street
Anderson Street
Cambridge Lane
Railway Street
McIntosh Street
Ferguson
Endeavour Street
Help Street
Brown Street
Pacific Highway
James Street
Post Office Lane
Victor Street
Katharine Street
Thomas Street
Fleet Lane
Thomas Lane
Orchard Road
Albert Avenue
Albert Lane
Centennial Avenue
Whilton Road


Malvern Avenue
Blakeley Street
Kirk Street
Chatswood Major Retail
Chatswood Chase
Mills Lane
Oscar Street
Victoria Avenue
Spring Place
Spring Street
Charlotte Lane
Anthony Street
Claude Street
Devonshire Street
Parkside Lane
Willoughby City Council - Business Rate Sub-categories
Chatswood City Centre
Chatswood Major Retail - Westfield
Chatswood Major Retail - Chatswood Chase

Fees and Charges

See the separate Schedule of Fees and Charges 2023/24 document.



WILLOUGHBY
CITY COUNCIL

Published by Willoughby City Council
May 2023

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The Willoughby City Council *Operational Plan 2023/24* has been prepared in accordance with Integrated Planning and Reporting Framework requirements. It has been prepared by Willoughby City Council in consultation with the City of Willoughby community.

We acknowledge and thank all interested stakeholders for their contributions towards this plan.

WILLOUGHBY
CITY COUNCIL