

OPERATIONAL PLAN 2018–2019

Acknowledgment of Country

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

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

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Annual Fees and Charges	Refer to attachment

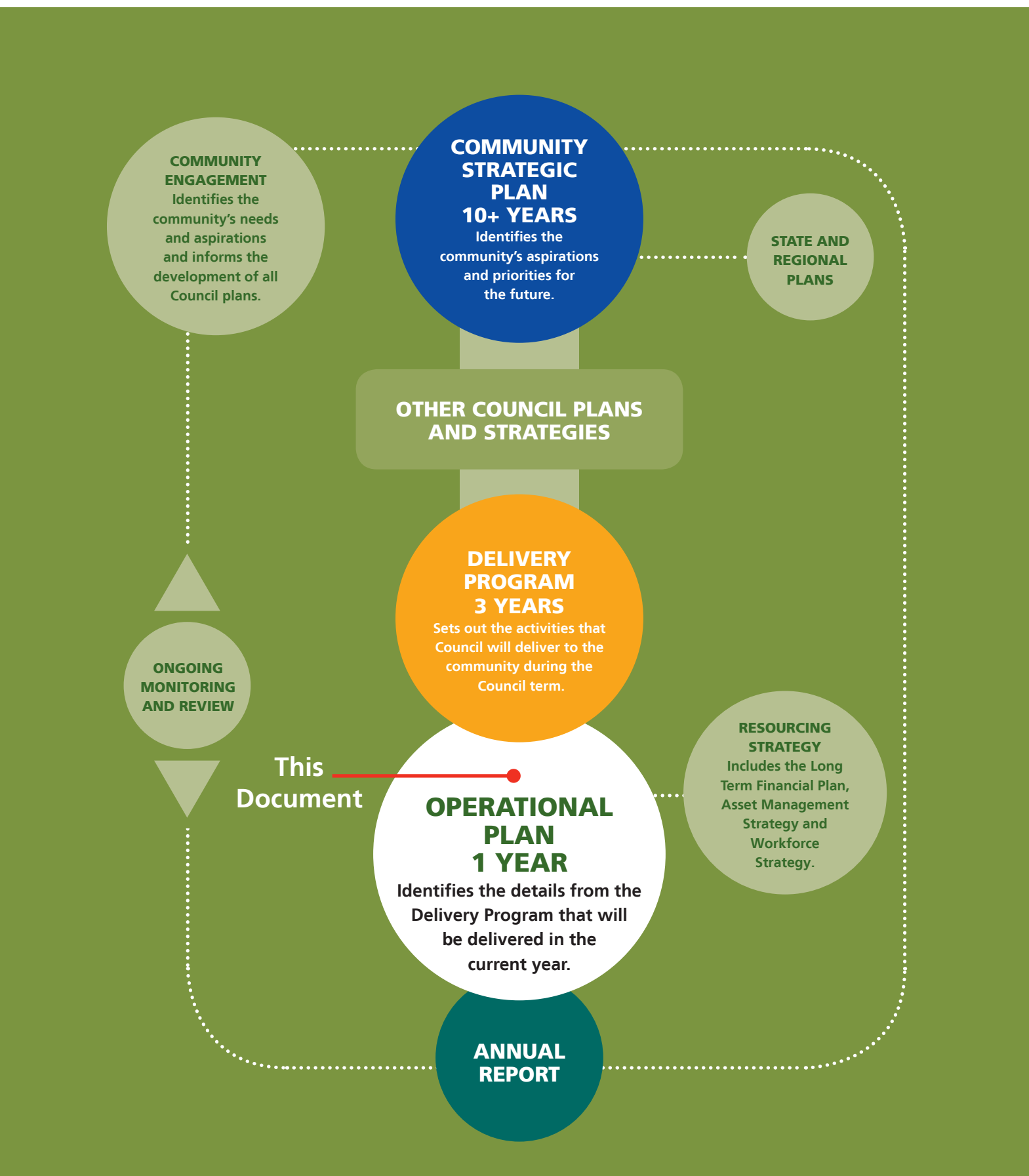


Introduction

The 2018/19 Operational Plan and budget details the services and projects which will be delivered to the community, and how they will be funded. The Operational Plan links directly to Council's four year Delivery Program 2018-2021 which is guided by the Community Priorities in the future focused Community Strategic Plan, *Our Future Willoughby 2028*.

Council provides a wide range of services and works to the community. These include projects and capital works, services and activities. The Operational Plan provides a full account of these. It indicates how progress is measured and organisational business improvements and efficiencies are achieved.

Included along with the Operational Plan is the annual budget and the annual rates, fees and charges.



Mayor's Message

I'm proud that we live in a vibrant city. The richness of our culture and diversity of our people, economy and landscape create an energetic and vibrant city with many diverse needs and interests. This Operational Plan represents Council's promise to deliver for our community over the next year and to use our resources in a responsible and sustainable way.

To ensure that Council continues to accommodate our Community, your input is very important to us. It's been tremendously encouraging to see the response to the Community Strategic Plan 2018-2028 consultation. Through events and online interaction we have now received 5000 comments from you to help shape our future City. This consultation, combined with our ongoing engagement programs, continues to ensure that the opinions and ideas of all our diverse community are listened to and has directly informed the Delivery Program 2017-2021 and in turn this Operational Plan.

As a Council it is our responsibility to enhance the quality of life for our community. Projects to enhance our environment, recreational spaces, resources for our young people and libraries all feature in this Operational Plan alongside the many vital services we use each day.

We understand that integrity and accountability of local government are incredibly important to our community and so we continue to undertake Business Improvement Initiatives to ensure that we deliver more effectively and efficiently each year. Initiatives like the live streaming of Council meetings demonstrate our commitment to being as open, transparent and accessible as possible.

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 pay tribute to and thank our 600 volunteers who help achieve great outcomes in the community with limited resources. Annually, these volunteers provide more than 25,000 hours of support across vital services including the MOSAIC Centre, the 'At Home with Willoughby' program, Meals on Wheels, our libraries, Bushcare, special events and more.

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

Gail Giles-Gidney
Mayor, Willoughby City Council



BACK ROW L-R: Cllr Stuart Coppock (Naremburn Ward), Cllr Craig Campbell (West Ward), Cllr Angelo Rozos (Middle Harbour Ward), Cllr Nic Wright (Naremburn Ward), Cllr Denis Fernandez (Sailors Bay Ward)
FRONT ROW L-R: Cllr Hugh Eriksson (Sailors Bay Ward), Cllr Christine Tuon (Naremburn Ward), Cllr Wendy Norton (Middle Harbour Ward), Cllr Brendon Zhu (Sailors Bay Ward), Mayor Gail Giles-Gidney, Cllr Tony Mustaca (West Ward), Cllr Lynne Saville (West Ward), Cllr Judith Rutherford (Middle Harbour Ward)



General Manager's Message

In the work that we do, we are very conscious of the community we serve, the environment we protect and the businesses we facilitate. We seek to do our work courteously, to meet needs, to be fair and efficient in our use of public resources. We seek to engage the community in decisions that affect them.

These considerations help guide our prioritisation of the services, projects and works we put forward to Council and the community for their consideration as part of the annual operational plan and budget process. We give careful thought to aligning the finances, assets, partners and staff required to deliver on the community's long term aspirations.

The *Operational Plan for 2018/19* foreshadows an operational surplus, that debt will continue to be paid down and reserves wisely used. It also projects that all asset targets will be met and their condition improved. Our longer term future for finances and assets is also healthy.

Some key initiatives include:

- Improving the amenity of the area through upgrades around shopping precincts, such as Artarmon, and a host of park and playground upgrades (eg Chatswood Park, Muston Park, Artarmon reserve, Thomson Park, Warners park and Willoughby Park) together with shade provision in the plaza at The Concourse
- Addressing traffic and transport issues through traffic studies, implementing parking strategies and aids, linking and improving lighting, road pavements, cycleways and footpaths

- Continuing to invest in preserving our fabulous bushland, wildlife and waterways, protecting ecological systems and reducing and reusing our resources to minimise waste, landfill and greenhouse gases. This includes initiatives such as solar PVs on Council buildings, battery storage, electric car recharging stations, replanting and weeding our bushland, rebuilding bush paths, renewing gross pollutant traps and community and business education
- Delivering drainage and irrigation works on four of our sports ovals and a new synthetic surface at Gore Hill to promote active, healthy lifestyles
- Upgrades to our buildings that provide venues for our community and their activities such as the Chatswood Library, Northbridge Bowling Club, Artarmon Kids Cottage, Chatswood Youth Centre and Willoughby Leisure Centre
- Planning to ensure the on-going viability of Chatswood CBD and the local centres by converting strategies developed through research and consultation into planning controls
- Continuing our services for children, youth, seniors, those from non English speaking backgrounds and the broader community and vibrant events such as Vivid, Emerge and the Street Fair, Carols and the Christmas tree.

The team at Willoughby City Council looks forward to delivering and continuing to improve our services to the community, businesses and the environment.

Debra Just

General Manager, Willoughby City Council



EXECUTIVE LEADERSHIP TEAM

L-R: Greg McDonald (Planning & Infrastructure Director), Debra Just (General Manager), Melanie Smith (Community Culture & Leisure Director) and Dean Frost (Customer & Corporate Director)

Highlights

PROJECTS TO BE DELIVERED 2018/19



Natural Area Management – Middle Harbour & Lane Cove - \$566,000

Scope for 2018/19: Ongoing implementation of tasks in the Reserve Action Plan including rehabilitation, revegetation, public information and stormwater management.

Benefits: Improvements will result in increased community understanding and biodiversity of local plant species. They will help meet heritage and scientific outcomes, and increase the quality of experience in the area.



Chatswood Youth Centre Refurbishment - \$295,000

Scope for 2018/19: General improvements to the Youth Centre to enhance and facilitate social recreation. Works include sound proofing the Music room, repairing wall cracking and painting.

Benefits: The renovation will result in an improved experience for those in the community using the centre as a learning and social facility and is expected to lead to higher rates of participation.



Muston Park Master Plan Actions - \$600,000

Scope for 2018/19: Start of improvements identified in the Master Plan including upgrading of the playground and entrances.

Benefits: Benefits include higher use of the park by the community as a result of improved amenity.



Business and Community Space in Chatswood Library - \$530,000

Scope for 2018/19: Improving the internal layout of sections of the library to enable some areas to better meet the needs of the different user groups. Changes will include a new children's play nook and a separate multipurpose room.

Benefits: This will result in better use of space in the Library improving the functionality and improve the experience of user groups with different needs.



Gross Pollutant Trap Renewal Program - \$520,000

Scope for 2018/19: Commencing works associated with the improvement of two existing gross pollutant traps. Works may include redesign or relocation and will continue over a number of years.

Benefits: The works will result in cleaner waterways.

Highlights (continued)

PROJECTS COMPLETED 2017/18



Willoughby Leisure Centre (WLC) - Major Refurbishment - \$1.42M

Scope: Refurbishment of the change rooms include maintenance such works waterproofing, re-tiling, painting and include an improved layout to allow better function and access of the space and facilities.

Benefits: Improvements include better access and greater comfort for users.



Stormwater Harvesting Construction Program - \$300,000

Scope: Construction of a stormwater harvesting and reuse system in the Reserve enables rainwater to be used on the oval.

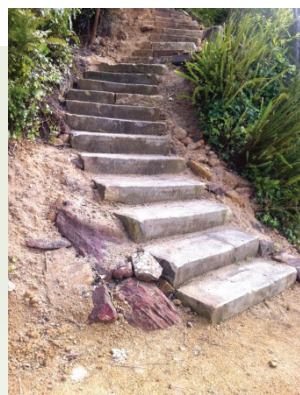
Benefits: The installation of the system manages ongoing water costs for the oval.



Chatswood Park Playground Renewal - \$184,000

Scope: Upgrades to the play equipment and landscaping.

Benefits: A more pleasant environment will encourage greater community use and the benefits associated with outdoor activities.



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

Scope: Implementation of projects identified in the Reserve Action Plan which include rehabilitation, revegetation, stormwater, pest plant and animal management.

Benefits: Actions will result in improved biodiversity through the conservation of local plant species enhancing the aesthetic, recreational, educational and heritage value of the area.



Chatswood High School – Conversion to Synthetic Field - \$2.5M

Scope: This project included the conversion of a turf field to a synthetic playing field, the installation of bitumen multi-sport courts and new floodlighting and cricket nets.

Benefits: These works will enable the community to have far greater use of the space helping them to be more active in turn improving their health.

Projects & Capital Works

SUMMARY

Category	2018/19 Funding
Bridges	\$289,600
Buildings and Investment Properties	\$5,937,700
Carparks	\$755,000
Community Life	\$51,650
Community Safety and Street Lighting	\$200,000
Corporate Services	\$90,000
Culture and Leisure	\$6,307,000
Customer Service	\$27,000
Environmental Projects	\$4,205,055
ICT Projects	\$1,727,000
Kerb & Gutter	\$275,100
Knowledge & Community Learning	\$552,000
Marketing & Events	\$1,603,200
Open Space Sport	\$2,001,200
Public Domain	\$2,941,647
Recreation Parks & Playgrounds	\$3,459,300
Retaining Walls	\$100,000
Road Pavements	\$2,799,500
Stormwater & Drainage	\$2,221,831
Traffic Management	\$531,500
Transport Active Footpaths	\$623,400
Urban Planning	\$280,000
Grand Total	\$36,978,683



HOW TO READ THIS DOCUMENT

Category of Projects and Capital Works

The value of all Projects and Capital Works proposed for this category in 2018/19 Budget

CARPARKS		\$755,000
All Carpark Works		\$755,000
300158	Northbridge Plaza Car Park (Improvement works detail design)	\$650,000 5.3
300162	Northbridge Plaza Car Park (Capital repairs)	\$55,000 5.3
300272	Car Parks Audit and Assessment (Asset condition, traffic and occupancy survey)	\$20,000 2.1
300436	Car Park Improvements	\$10,000 5.3
300974	Car Park Design Works (from Audit Finding Report)	\$20,000 5.3

Project Number

Estimated cost of Project for 2018/19

Subcategory of Projects and Capital Works

Community Strategic Plan (CSP), Our Future Willoughby 2028, reference e.g. Outcome 5, Community Priority 3 = 5.3

BRIDGES		\$289,600	
Major Bridges		\$289,600	
300244	Bridge on Artarmon Rd over Artarmon Reserve Bike Track	\$235,000	2.1
300877	Bridge inspection works	\$54,600	2.1
BUILDINGS AND INVESTMENT PROPERTY		\$5,937,700	
Amenities		\$85,000	
300503	Castle Cove Park Pavilion and Amenities Block - Design and Construct projects from Masterplan	\$50,000	5.3
300523	Thomson Park Amenities Block - Knock down and rebuild amenities (Design yr 1, Construction yr 2)	\$35,000	5.3
Child Care		\$581,000	
300487	Air Conditioning replacement - Artarmon Kid's Cottage	\$390,000	5.3
300494	Replace internal floor finishes - Chatswood Community Kindergarten	\$100,000	5.3
300551	Replace internal floor finishes - West Chatswood Kindergarten - KU	\$51,000	5.3
301149	Artarmon Kids Cottage - floor coverings	\$40,000	5.3
Community Centres		\$699,000	
301190	Chatswood Youth Centre Refurbishment	\$295,000	5.3
301193	258 Sailors Bay Rd, Northbridge - Fitout of Rear Portion of Building (Planning)	\$50,000	5.3
300502	Windows to Mills Room - Willoughby Park Centre	\$80,000	5.3
300892	Willoughby Park Centre - Window Coverings - Mills Room	\$24,000	5.3
300848	The Concourse - Shade Structure & Covered Walkway - Stage 1 Design/Approvals	\$250,000	5.3
Depot		\$127,000	
300486	New Garage required for larger truck - 25 Station St - SES Naremburn	\$127,000	5.3
General		\$1,545,000	
300273	Property General - Buildings Asset Management Data Collection	\$15,000	5.3
300553	Renewal Works - Willis Park - Annex and Main Club House	\$130,000	5.3
301189	Hazardous materials audits and removal	\$100,000	5.3
301198	The Concourse - Stage 2 Shade Structure & Covered Walkway Construction	\$800,000	5.3
301199	Incinerator Small Street Willoughby Structural Ground Floor Repairs	\$200,000	5.3
301202	Northbridge Sailing Club Jetty Repairs	\$300,000	5.3

Leisure Projects	\$2,040,700	
300048 Northbridge Bowling Club (Design and Construction)	\$1,290,000	5.3
300432 Willoughby Leisure Centre major upgrade of pool hall	\$100,000	3.2
300497 Repair/refurbish building envelope - Cleland Park Tennis - Larger Building	\$40,700	5.3
300498 Patch and repaint internal walls - Cleland Park Tennis - Smaller Building	\$10,000	5.3
301171 Willoughby Park Bowling Club Refurbishment	\$500,000	5.3
300284 Artarmon Bowling Club - clean out and possession works	\$100,000	5.3
Libraries	\$40,000	
301147 Northbridge Library - Painting	\$40,000	5.3
Waste Management	\$90,000	
300489 Replace internal floor finishes - Artarmon Waste Depot	\$90,000	5.3
Council Offices	\$730,000	
301179 31 Victor St - Building Facade Repairs	\$730,000	5.3
CARPARKS	\$755,000	
All Carpark Works	\$755,000	
300158 Northbridge Plaza Car Park (Improvement works and detail design)	\$650,000	5.3
300162 Northbridge Plaza Car Park (Capital repairs)	\$55,000	5.3
300272 Car Parks Audit and Assessment (Asset condition, traffic and occupancy survey)	\$20,000	2.1
300436 Car Park Improvements	\$10,000	5.3
300974 Car Park Design Works (from Audit Finding Report)	\$20,000	5.3
COMMUNITY LIFE	\$51,650	
Performing Arts	\$45,000	
301138 Zenith Theatre Curtains and Equipment	\$45,000	3.2
Social Care	\$6,650	
301141 Chatswood Youth Centre - Video Conferencing	\$6,650	2.7
COMMUNITY SAFETY & STREET LIGHTING	\$200,000	
Lighting	\$200,000	
300280 Street Lighting - Council Wide lighting improvement project	\$200,000	5.3
CORPORATE SERVICES	\$90,000	
Data Collection Research	\$30,000	
300338 360° People Leadership Survey	\$30,000	5.1

Software Implementation and Training	\$60,000	
300938 Job Evaluation and Salary System	\$60,000	5.1
CULTURE AND LEISURE	\$6,307,000	
Leisure Projects	\$6,307,000	
300940 Willis Fence/Gate replacement and Book a Court System	\$140,000	3.2
301124 Northbridge Baths Sand Management	\$40,000	3.2
301192 Northbridge Baths - Recurrent Pontoon Maintenance	\$80,000	5.3
300003 Gore Hill Redevelopment	\$6,047,000	5.3
CUSTOMER SERVICE	\$27,000	
General	\$12,000	
301148 Service Improvement and Benchmark Program - Customer Service	\$12,000	5.1
Hardware Implementation and Training	\$15,000	
300977 Customer Service Technological Equipment Replacement	\$15,000	5.1
ENVIRONMENTAL PROJECTS	\$4,205,055	
Amenities	\$40,000	
300792 Electric Vehicle (EV) public charging stations - Research and Installation - Chatswood CBD	\$40,000	1.5
Biodiversity	\$1,472,837	
300055 Castlecrag Reserves Restoration – Reserve Connectivity (268401100)	\$87,500	1.3
300057 Catchment Management Actions – Lane Cove River Catchment (345001805)	\$42,436	1.3
300058 Catchment Management Actions – Middle Harbour (345001805)	\$132,613	1.3
300063 Natural Area Management – Lane Cove River Catchment (345001804)	\$169,744	1.3
300064 Natural Area Management – Middle Harbour (345001804)	\$434,969	1.3
300066 Reserve Linkage Planting (345001806)	\$143,221	1.3
300069 Streetscape Canopy Replenishment (345002116)	\$42,000	1.3
300071 Flat Rock Gully Restoration (268401098)	\$30,000	1.3
300074 Bushland Stormwater Armouring (268402267)	\$35,000	1.3
300075 Sharing Sydney Harbour Access Program (268402269)	\$30,000	1.3
300078 Walking Tracks – Lane Cove River Catchment (268401662)	\$37,132	1.3
300080 Walking Tracks – Middle Harbour Catchment (268401662)	\$143,222	1.3
300842 Public Tree Inventory - Preliminary planning	\$100,000	1.3
301209 Waterway Maintenance Plan- hand cleaning of creeks	\$45,000	1.3

Energy conservation including upgrade/renewal	\$622,000	
300067 WCC buildings Battery Storage Project	\$200,000	1.4
300804 Electric Plant and Equipment procurement	\$10,000	1.4
300870 Sustainable Fleet Strategy and Implementation	\$40,000	1.5
301098 Solar PV on Council Buildings	\$264,000	1.5
301111 IT server room upgrade	\$72,000	1.4
301208 Community energy assessments	\$36,000	1.4
Environmental Education	\$610,872	
300040 Better Business Partnership	\$360,000	1.5
300050 Live Well in Willoughby - Sustainability Education Campaign	\$126,000	1.2
300051 Castlecrag Reserves Restoration - Interpretive Signage (268401100)	\$15,000	1.3
300060 Live Well in Willoughby Environmental Education - Bushland (Community Projects 345001809)	\$84,872	1.2
300322 Sustainable Transport Education Program	\$25,000	1.2
Environmental Health	\$111,346	
300056 Water Quality Monitoring - Environmental Health	\$83,635	3.1
300068 Air Quality Monitoring - Environmental Health	\$27,711	3.1
Lighting	\$743,000	
300803 Street Lighting Improvement Program (SLIP)	\$663,000	1.2
300805 Council Owned Public Lighting Inventory and Upgrade	\$80,000	1.2
New Stormwater Assets	\$520,000	
300414 GPT Renewal Program	\$520,000	1.2
Water Conservation including upgrade/renewal	\$85,000	
300043 Water Efficiency Retrofit Project	\$35,000	1.2
300415 Stormwater Harvesting Design Program	\$50,000	1.2
ICT PROJECTS	\$1,727,000	
IT Strategic Plan	\$372,000	
301125 Council Chambers Audio Video upgrade - Design and Installation	\$100,000	5.4
301131 Upgrade Microsoft Windows - "Bridging" Training	\$25,000	5.4
301133 Upgrade Microsoft Office - "Bridging" Training	\$25,000	5.4
301134 IT Backup system - Review and Replace	\$122,000	5.4
301144 Main building and Depot UPS Replacement	\$60,000	5.4
301146 Storage Area Network (SAN) Capacity Increase	\$40,000	5.4

Multicultural	\$5,000	
300573 Multilingual audio equipment	\$5,000	2.3
Software implementation and training	\$1,350,000	
300971 Review the provision of web services - Complete Council Website Review	\$350,000	5.1
301122 Corporate Systems Implementation	\$1,000,000	5.1
KERB & GUTTER	\$275,100	
Renewal of kerb and gutter	\$275,100	
300650 K&G* - Cheyne Walk Stage 2 - (West side - BDY 9&11 to Linden Wy) and (East side Linden way to No.8)	\$131,800	5.3
300652 K&G - Victoria Ave - North side - No. 261 to Macquarie St	\$43,000	5.3
300655 K&G - Milner Rd - Both sides - NORTH (No 3 to No 1) & SOUTH (No. 10 to Reserve Rd)	\$71,000	5.3
300658 K&G - Sailors Bay Rd - South side - No.42 to Pyalla St	\$15,800	2.1
300843 K&G - Kerb and Gutter Repair	\$13,500	2.1
KNOWLEDGE & COMMUNITY LEARNING	\$552,000	
Libraries	\$542,000	
300103 Business and community space in Chatswood Library	\$530,000	5.3
300970 Digital literacy - purchasing equipment - Chatswood Library	\$12,000	2.6
Library Services	\$10,000	
300973 Local Studies accessibility and use	\$10,000	2.6
MARKETING & EVENTS	\$1,603,200	
Events produced, presented or promoted in partnership with Council	\$211,100	
300016 Willoughby Heritage Festival	\$5,300	4.5
300019 Emerge Festival	\$79,500	4.5
300021 Chinese New Year	\$18,600	4.5
300024 Family Festival	\$10,300	4.5
300027 CBD Activation Event - Sydney Writers Festival	\$42,400	5.1
300863 Develop Mills Lane Activation Plan – The Concourse	\$45,000	4.5
300909 National Pet Day	\$10,000	4.5

*K&G: Kerb and Gutter

Events produced by Council	\$1,082,100	
300010 Chatswood CBD Special Event	\$901,800	4.5
300018 Carols	\$16,700	4.5
300020 Willoughby Street Fair (Chatswood)	\$115,000	4.5
300022 CBD Christmas Tree	\$26,500	4.5
300023 International Womens Day	\$5,100	4.5
300028 Willoughby Short Film Festival	\$6,400	5.1
300029 Australia Day	\$10,600	4.5
Major Traffic Control	\$160,000	
301113 Traffic & Transport Management Plans - VIVID Special Event	\$160,000	2.1
Planning & Strategy	\$40,000	
301206 Creative Hub Feasibility Research -The Concourse	\$40,000	4.5
Strategy Development	\$110,000	
301195 Precinct Optimisation and Visitation Strategy - The Concourse	\$60,000	4.5
301196 Marketing and Tourism Strategy - The Concourse	\$50,000	4.5
OPEN SPACE SPORT	\$2,001,200	
Courts	\$100	
300482 Beauchamp Park - sports court upgrade & cricket nets feasibility	\$100	3.2
Cricket pitches	\$190,000	
300142 Synthetic cricket wickets-renewals of 2 wicket covers on ovals	\$10,000	3.2
301139 Artarmon Oval & Northbridge Oval - renew cricket nets	\$180,000	3.2
Irrigation & Drainage Systems	\$835,000	
300459 Bicentennial Oval - Renew Drainage, Irrigation & Oval Surface	\$380,000	3.2
300460 Bales Park Oval - Renew Drainage, Irrigation & Oval Surface	\$15,000	3.2
300461 Artarmon Oval - Renew Drainage, Irrigation & Oval Surface	\$15,000	3.2
300462 Beauchamp Oval - Renew Drainage, Irrigation & Oval Surface	\$410,000	3.2
300464 Mowbray PS - Renew Drainage, Irrigation, Oval Surface, centre wicket & practice nets	\$15,000	3.2
Open Space	\$6,000	
300969 Various sportsgrounds - replace or upgrade Cloudmaster (remote lighting & irrigation control) units	\$6,000	3.2

Ovals (turf/synthetic surfaces)	\$765,000	
300484 Northbridge Oval- renewal of synthetic playing surface	\$765,000	3.2
Sports Fencing	\$175,000	
300951 Sportsground fencing - Greville St Reserve & OH Reid Reserve - renewals	\$55,000	3.2
300968 Bicentennial Baseball Diamond-Renew perimeter fence	\$120,000	3.2
Sports Lighting	\$30,100	
300483 Chatswood Rotary Athletic Field - floodlights renewal - design and installation	\$100	3.2
300947 Sportsground lighting - globe/luminaire renewals	\$30,000	3.2
PUBLIC DOMAIN	\$2,941,647	
Footpath Renewal	\$2,856,647	
301180 PD* - Artarmon (Hampden/Elizabeth) Shopping Precinct	\$2,616,699	5.3
301181 PD - Boundary/Penshurst Shopping Precinct	\$239,948	5.3
General	\$35,000	
300271 Bus Seat Installation Rollout	\$15,000	5.3
301207 City Entry Signage	\$20,000	5.3
Minor: shopping precinct area <3000sqm	\$50,000	
300388 Streetscape Furniture Upgrades and Maintenance	\$50,000	4.4
RECREATION PARKS & PLAYGROUNDS	\$3,459,300	
Parks for Passive Recreation	\$2,289,100	
300506 Artarmon Bowling Club Development	\$565,000	3.2
300631 Muston Park - Masterplan Actions - Penshurst, Douglas, Eden & Warrah St entrances	\$384,000	3.2
300632 Beauchamp Park - Masterplan Actions - Spectator Seating & Pathways	\$100	3.2
300633 Day Street & Gorman Street Reserves - Pocket Park Upgrades - Plan & Implement	\$60,000	3.2
300639 Chatswood Rotary War Memorial Athletics Field - Prepare & Implement Masterplan	\$50,000	3.2
300949 Talus Street Reserve - fence renewal	\$20,000	3.2
300950 Retaining wall repairs - Warners Park & Northbridge Park	\$40,000	3.2
301047 Chatswood Park-Masterplan - Implement Actions	\$600,000	3.2
301210 Artarmon Bowling Club Development (Building Modifications)	\$570,000	3.2

*PD: Public Domain

Playgrounds	\$1,170,200	
300095 Implement works recommended in playgrounds inspection reports.	\$30,000	3.2
300131 Thomson Park playground renewal plan & implementation	\$200,000	3.2
300134 Muston Park Playground - implement playground upgrade.	\$250,000	3.2
300386 Jersey Road Reserve & Kids' Cottage - Planning & Implementation - Playgrounds Renewal	\$250,000	3.2
300387 Artarmon Reserve-Planning & Implementation - Playground Renewal	\$200,000	3.2
300398 Warners Park - playground renewal - plan & implement	\$200,000	3.2
300401 Stoker Playground - renewal planning and implementation	\$100	3.2
300402 Willoughby Park Playground - plan & implement renewal	\$100	3.2
300942 Naremburn Community Centre Playground (Front) - Renewal	\$40,000	3.2
RETAINING WALLS	\$100,000	
General	\$25,000	
301172 Retaining wall (prepair geotechnical investigation and design) - multiple locations	\$25,000	5.3
Retaining walls in road reserves only	\$75,000	
300224 Stage 2 - Condition Inspections of some Council Retaining Walls	\$5,000	5.3
300907 Minimbah Rd - risk assessment of bank stability	\$35,000	5.3
301197 Retaining Wall - RET-1805 - The Scarp / Castlecrag	\$35,000	5.3
ROAD PAVEMENTS	\$2,799,500	
Deep Mill /Resheet >\$15K	\$2,746,500	
300761 HP* - Heavy Patching < \$15K	\$449,500	2.1
300767 PMS* - Olive Lane (Cleland Rd to Parkes Rd)	\$34,000	2.1
300774 PMS - Goodchap Rd (Sharland Ave to Ivy St)	\$120,000	2.1
300775 PMS - Goodchap Rd (Ivy St to Pearl Ave)	\$32,000	2.1
300776 PMS - Goodchap Rd (Pearl Ave to Eddy RD)	\$46,000	2.1
300778 PMS - Iris Lane (Anderson St to Archer St)	\$40,000	2.1
300786 PMS - High St (Mowbray Rd to Cevu Ave)	\$30,500	2.1
300789 R2R* - Lone Pine Ave (Beresford Ave to Eddy Rd)	\$160,000	2.1
300790 R2R - Edward St (Gorman St to Penkivil Rd)	\$140,000	2.1
300795 HP - Block Suuplementary Willoughby Rd	\$41,000	2.1
300799 HP - RMS Block Grant	\$112,000	2.1
300908 PMS - Program Management	\$15,000	2.1

*HP: Heavy Patching *PMS: Pavement Management Schedule *R2R: Roads to Recovery Program

301046 PMS - Dickson Ave (Pacific Hwy to Clarendon St)	\$25,000	2.1
301052 PMS - Beaconsfield Rd (Ferndale St to Greville St)	\$43,000	2.1
301053 PMS - Goodchap Rd (Mowbray Rd West to Sharland Ave)	\$29,500	2.1
301060 PMS - Dodds St (End (East) to Willoughby Rd)	\$20,000	2.1
301061 PMS - Ann St (Laurel St to Edinburgh Rd)	\$60,000	2.1
301062 PMS - Prentice L (Willoughby Rd to End (North))	\$26,000	2.1
301063 PMS - Patton Ln (Nardoo Rd to Zara Rd)	\$40,000	2.1
301066 PMS - Artarmon Rd (Wyalong Ave to Cooney Rd)	\$75,000	2.1
301067 PMS - Brand St (Hampden Rd (Roundabout) to Elizabeth St)	\$66,000	2.1
301072 PMS - Cheyne Walk (CB 9/11 - Linden Way	\$36,000	2.1
301073 PMS - Hotham Pde (Ch190 (No47/43) to Clarendon St)	\$41,000	2.1
301074 PMS - Deepwater Rd (Ch255 (No111/113) to Allambie Rd)	\$75,500	2.1
301075 PMS - Archer St (Victoria Ave to Ferguson Ln)	\$31,500	2.1
301078 PMS - Byora Cr (Neeworra Rd to Ch150 (No4/6))	\$42,000	2.1
301081 PMS - Kershaw Ln (End (North) to Chandos St)	\$30,000	2.1
301089 PMS - Market St (Adolphus St to End (East))	\$36,000	2.1
301101 PMS - Johnson St (Devonshire St to Archer St)	\$65,000	2.1
301105 PMS - Fullers Rd (The Fairway to Millwood Ave)	\$64,000	2.1
301118 PMS - Donnelly Rd. Naremburn(Willoughby Rd. end)	\$80,000	2.1
301119 PMS - Wheatleigh St. Naremburn, between Chandos	\$41,000	2.1
301201 Flat Rock Dr & Brook St Road pavement Mill and Resheet	\$600,000	2.1
Mill /resheet>\$5K	\$53,000	
300796 HP - Bus Route Subsidy Edinburgh Rd	\$53,000	2.1
STORMWATER & DRAINAGE	\$2,221,831	
Flood studies	\$30,500	
300140 Flood Study Expansions & Risk Management Plans - Scotts Creek and Flat Rock Creek	\$8,500	5.3
300904 Software & monitoring fees	\$22,000	1.5
Outcomes from Flood studies	\$30,000	
300905 Capacity upgrade Stage 1 - CCTV Investigations	\$30,000	1.5

Renewal of Stormwater Assets	\$1,592,231	
300146 Flat Rock Creek Open Channel Repairs	\$145,000	5.3
300203 Lone Pine Avenue Relining	\$182,255	5.3
300602 SWR*: Coorabin Rd - Northbridge Baths Relining	\$332,000	5.3
300604 SWR: Stewart - Sheppard St (Stage 1)	\$119,518	5.3
300605 SWR: Archer St (Train Street Relining)	\$639,000	5.3
300607 SWR: Flat Rock Creek System Renewal	\$90,458	5.3
301152 SWR: Flat Rock Drive Relining	\$42,000	5.3
301155 SWR: White St	\$30,000	5.3
301160 SWR: Gorman St	\$12,000	5.3
Upgrade Stormwater Assets	\$569,100	
300144 Willoughby City Council Pit Upgrades	\$30,000	5.3
300586 SWU*: Chelmsford Ave Construction	\$46,000	5.3
300588 SWU: Pipe Service Removals	\$22,000	5.3
300597 SWU: High Street and Cambridge Street Converter Replacement	\$60,000	5.3
300846 SWI&U: Saywell St	\$60,000	5.3
300911 SWI*: Willoughby Road & Chandos	\$141,000	5.3
301162 SWU: Namoi Road SW & K&G	\$110,100	5.3
301163 SWU: Henry Lane	\$100,000	5.3
TRAFFIC MANAGEMENT	\$531,500	
General	\$70,000	
301114 Castle Cove Drive and Deepwater Rd (construction works)	\$70,000	2.1
Major Traffic Control	\$291,500	
301129 Ashley Street, west of Penshurst Street, Roseville Traffic flow improvement	\$11,500	2.1
301140 Mowbray Road West, Beaconsfield Road and Ralston Street, Lane Cove North Traffic signal modifications	\$80,000	2.1
301127 Traffic, active transport and public transport management - Chatswood CBD - planning study	\$200,000	2.1
Minor Traffic Control	\$170,000	
300437 Willoughby Parking Strategy & Delivery of the Ward Implementation Action Plans	\$160,000	2.1
300441 Road Safety Audit & Minor Improvement Works (Corrective Actions)	\$10,000	2.1

*SWI: Stormwater Improvement, *SWU: Stormwater upgrade *SWR: Stormwater renewal

TRANSPORT ACTIVE FOOTPATHS	\$623,400	
Bike Paths	\$341,400	
300975 Mowbray Road to Victoria Avenue via Devonshire Street - Chatswood Bicycle route upgrade	\$20,000	2.1
301117 Frank Channon Walk (Mowbray Road) to Artarmon Reserve Principal Bike Network Upgrade	\$60,000	2.1
301120 St Leonards to Naremburn Share Path Principle Bike Network Route Study	\$56,400	2.1
301121 Bicycle Logos and Wayfinding Program	\$25,000	2.1
301123 Bicycle Network Audit and Assessment	\$20,000	2.1
301126 Pacific Highway Shared Path, Gore Hill to St Leonards	\$60,000	2.1
301128 Orchard Street and Johnson Street Chatswood Bicycle Route Upgrade	\$50,000	2.1
301130 Castle Cove Drive, Roseville - Share Path	\$50,000	2.1
Data Analysis/Policy Direction	\$20,000	
301142 Pedestrian Network Audit and PAMPs (Asset condition, missing links, priorities and survey)	\$20,000	2.1
Footpath Renewal	\$153,000	
300895 Footpaths - Preventative Works	\$153,000	2.1
New footpaths	\$109,000	
300829 FPN* - Ashley St - East side - Around corner between No.12 Ashley St and No.6 Barcoo St	\$70,000	2.1
300831 FPN - Stage 1 Consultation & Design- Path between 16-18 Kendall Rd and 34-36 Deepwater Rd - side -	\$18,000	2.1
301041 FPN - Linden Way - Cheyne Walk to Edinburgh Road (Consultation)	\$6,000	2.1
301044 FPN - Beresford Ave - North side - Stair construction (Near No.17)	\$15,000	2.1
URBAN PLANNING	\$280,000	
Data Analysis/Policy Direction	\$135,000	
300443 Review of Local Environmental Plan (LEP) and Development Control Plan (DCP)	\$135,000	3.6
Planning & Strategy	\$25,000	
301205 Public Art Policy Review	\$25,000	3.6
Strategy Development	\$120,000	
301204 Local Centres Feasibility Study	\$120,000	3.6

*FPN: New Footpath

Service Performance Indicators

In addition to projects and capital works, a range of service performance indicators are identified for 2018/19 to ensure service delivery against the community needs.

The progress of these indicators is tracked throughout the year, and reported to Council and the Community.

Unique ID	CPI Name	Target	Reporting Period	CSP Link
CPI01	Percentage of venue utilisation targets met for the reporting period Monthly Target	≥ 85%	Monthly	3.2
CPI02	Percentage of environment program delivered Annual Target	≥ 85%	Quarterly	3.1
CPI03	Percentage of planning performance targets met Annual Target	≥ 85%	Monthly	4.3
CPI04	Operational Budgets - Meet or exceed net budget target Monthly Target	≤ 5%	Monthly	5.1
CPI05	Customer Satisfaction - Overall community perception Monthly Target	≥ 70%	Monthly	5.1
CPI06	Customer Satisfaction - Customer experience/satisfaction Monthly Target	≥ 70%	Monthly	5.1
CPI07	Lost Time Injury Incident Rate (LTIIR) Monthly Target	≤ 4	Monthly	5.1
CPI08	WHS efficiency - percentage of open incidents closed within 30 days Monthly Performance measure	≥ 90%	Monthly	5.1
CPI9	WHS efficiency - percentage of hazards closed within 90 days Monthly Performance measure	≥ 70%	Monthly	5.1
CPI10	Capital Expenditure - Actual Versus Budget Quarterly Target	≤ 5%	Quarterly	5.1
CPI11	Projects and Capital Works Percentage of milestones delivered on time	≥ 85%	Monthly	5.1
CPI12	Enterprise Risk Management Percentage of risk management actions completed by the due date	≥ 85%	Monthly	5.1
CPI13	Customer service requests completed within agreed timeframes Monthly Target	≥ 70%	Monthly	5.1

Business Improvement Initiatives

Council continues improving value for its customers through a Business Improvement Program focused on customer centric initiatives.

These initiatives have been developed based on feedback from the local community as part of Community Perception Surveys.

	INITIATIVE	EXTERNAL BENEFITS	INTERNAL BENEFITS	CSP LINK
1	Development applications process improvements	Improved customer services and economic growth	Operational efficiencies and legislative compliance	5.1
2	Enhancements to online customer services	Quicker and fit for purpose online services	Digitisation and operational risk mitigation	5.5
3	Review of Engineering permits processes	Improved customer service	Enhanced business unit collaboration and operational efficiencies	5.1
4	Customer service requests processes improvements	Quicker and fit for purpose services	Customer centric culture and continuous improvement	5.3
5	Review of Council's records management	Additional Information security and digital record keeping	Operational efficiencies and legislative compliance	5.5

Budget Summary and Revenue Policy

Key Financial Information	2017/18 Budget \$M	2018/19 Draft Budget \$M
Operating Income	\$110.8	\$112.7
Operating Expenditure	\$104.8	\$106.8
Net Operating Result (before Capital Grants and Contributions)	\$6.0	\$5.9
Capital Grants and Contributions	\$8.3	\$9.7
Operating Result	\$14.4	\$15.6

The 2018/19 Operating Budget finds Council in a strong financial position.

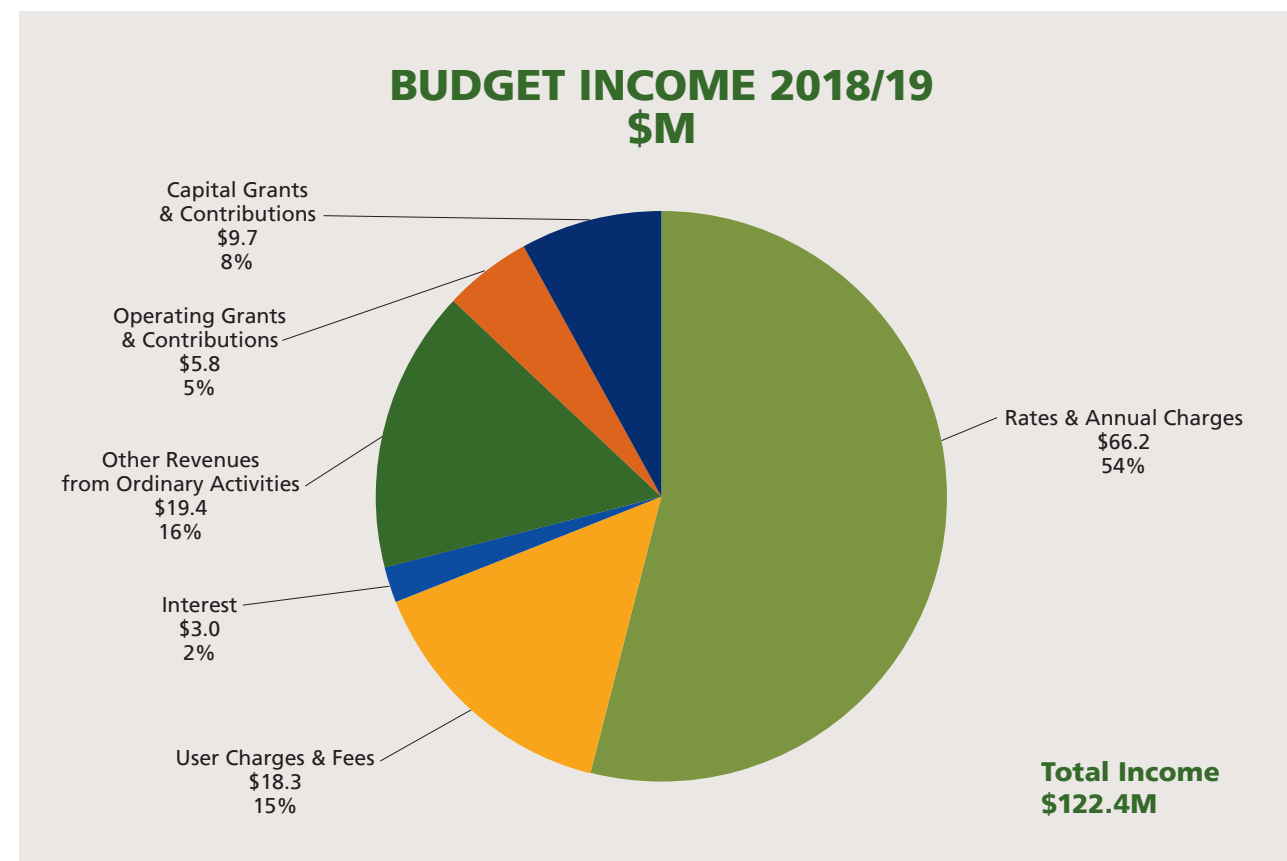
The budget provides for a surplus of \$5.9M before capital revenue and \$15.6M when capital revenue is accounted for.

This positive result is based on \$122.4M of Revenue and \$106.8M of operational expenses.

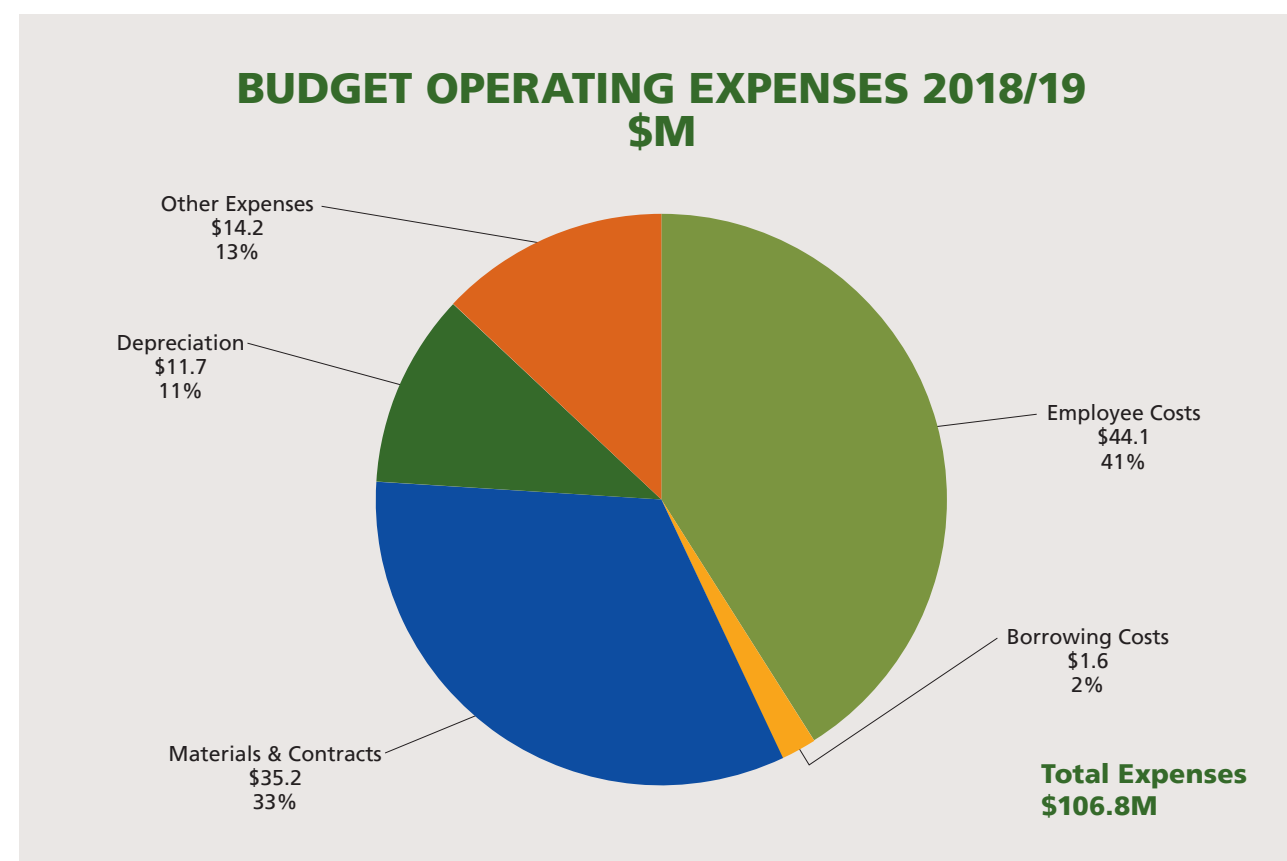
Review of the detailed budget Operating Statement indicates that revenue is derived from a number of sources and that Council is self-sufficient with a high level of own source operating revenue (rates and charges, fees, interest and other revenue).

WILLOUGHBY CITY COUNCIL PROJECTED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30TH JUNE 2019

REVENUE FROM ORDINARY ACTIVITIES	Budget 2018/19 \$M
Rates & Annual Charges	\$66.2
User Charges & Fees	\$18.3
Interest	\$3.0
Other Revenues from Ordinary Activities	\$19.4
Operating Grants & Contributions	\$5.8
REVENUES FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	\$112.7
EXPENSES FROM ORDINARY ACTIVITIES	
Employee Costs	\$44.1
Borrowing Costs	\$1.6
Materials & Contracts	\$35.2
Depreciation	\$11.7
Other Expenses	\$14.2
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	\$106.8
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	\$5.9
Capital Grants & Contributions	\$9.7
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	\$15.6



Employee costs and materials and contracts comprise 74% of total operational spend.



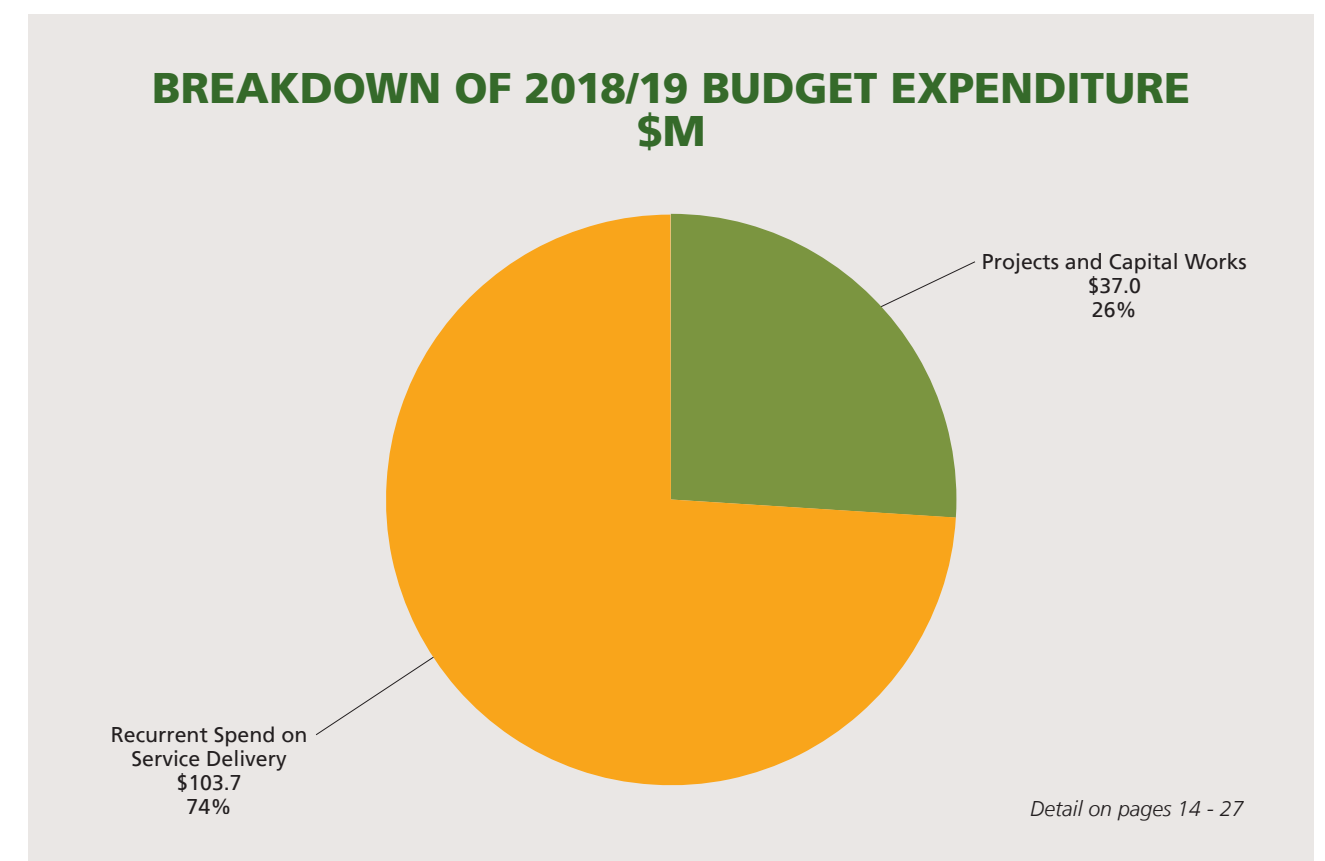
Breakdown of 2018/19 Budget Expenditure	Projects and Capital Works	Recurrent Spend on Service Delivery	2018/19 Draft Budget TOTAL \$M
Operational Expenditure	\$5.3	\$101.5	\$106.8
Capital Expenditure	\$31.7	\$2.2	\$33.9
Total Expenditure	\$37.0	\$103.7	\$140.7

In addition to the \$106.8M of operational expenses, Council will spend \$33.9M on Capital (asset) spend. This will renew and upgrade existing assets, as well as deliver new assets for the community.

Of the combined total spend of \$140.7M, \$37.0M will be spent on projects and capital works.

The above includes \$6.4M Capital Expenditure to fund the infrastructure levy program. \$3.0M of this will be funded by additional rate income with the remaining \$3.4M being funded from the general fund.

The budget is a fully funded and balanced plan with a small general fund funding surplus of \$103,000.



BUDGET SUMMARY BY FUNDING AND EXPENDITURE

SUMMARY OF FUNDING	2017/18 \$M	2018/19 \$M
Rates	\$40.3	\$41.2
User Charges & Fees	\$18.7	\$18.3
Other	\$19.0	\$19.3
Domestic Waste Management	\$15.0	\$16.0
Transfer from Reserves	\$11.2	\$22.2
Grants & Contributions	\$11.2	\$12.9
Internal Recharge Income	\$8.2	\$8.3
Environmental Levy & Stormwater Charge	\$6.0	\$6.2
Infrastructure Levy	\$2.9	\$3.0
Developer Contributions	\$3.1	\$3.1
Interest	\$2.9	\$3.0
Non Cash Items (Internal)	\$1.2	\$1.2
Disposal of Assets	\$0.4	\$0.4
TOTAL	\$140.1	\$155.1
SUMMARY OF EXPENDITURE		
Employee Costs	\$40.0	\$41.7
Employee Costs- Capital	\$0.5	\$0.5
Materials & Contracts	\$21.1	\$20.2
Capital Assets	\$21.2	\$33.5
Domestic Waste Management	\$13.8	\$14.8
Others	\$14.7	\$14.3
Transfer to Reserves	\$12.1	\$12.6
Internal Recharges	\$7.7	\$7.9
Environmental Levy	\$5.4	\$5.9
Loan Redemption	\$1.6	\$1.7
Borrowing Costs	\$1.7	\$1.6
Contributions & Donations	\$0.3	\$0.3
TOTAL	\$140.1	\$155.0
SURPLUS (DEFICIT)	\$0.03	\$0.10

EXPENDITURE ON SERVICES

Council provides a wide range of services and infrastructure which reflect community needs. The projected 2018/19 spend of \$106.8M 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 \$M
Governance	\$2.14
Administration	\$25.42
Public Order and Safety	\$5.25
Emergency Services	\$1.76
Enforcement of Local Government Regulations	\$3.41
Animal Control	\$0.01
Other	\$0.07
Health	\$0.20
Environment	\$21.51
Other Environmental Protection	\$3.83
Solid Waste Management	\$13.59
Street Cleaning	\$2.00
Drainage	\$1.67
Stormwater Management	\$0.42
Community Services and Education	\$6.33
Administration and Education	\$1.82
Aged Persons and Disabled	\$0.89
Childrens Services	\$3.62
Housing and Community Services	\$5.68
Street Lighting	\$1.20
Town Planning	\$3.76
Other Community Amenities	\$0.72

SERVICE	EXPENDITURE \$M
Recreation and Culture	\$26.64
Public Libraries	\$5.75
Community Centre and Halls	\$2.24
Performing Arts Venues	\$2.36
Other Cultural Services	\$2.22
Sporting Grounds and Venues	\$2.01
Swimming Pools	\$3.01
Parks and Gardens (Lakes)	\$6.63
Other Sport and Recreation	\$2.42
Building Control	\$1.25
Transport & Communication	\$11.44
Urban Roads - Local	\$5.25
Bridges on Urban Roads - Local	\$0.42
Parking Areas	\$1.96
Footpaths	\$2.37
Other Communication and Transport	\$1.44
Economic Affairs	\$0.95
TOTAL	\$106.81

Revenue Policy 2018/19

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 2.3% 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 2018/19:

Residential	
Ad Valorem*	.00079019
Minimum	\$834.00
Yield	\$29.25M
Business	
Ad Valorem*	.0057955
Minimum	\$1,191.10
Yield	\$11.90M
CTC (Chatswood Town Centre)	
Ad Valorem*	.00724350
Minimum	\$1,266.80
Yield	\$6.82M
CTC (Chatswood Major Retail Centre – Chatswood Chase)	
Ad Valorem*	.01526
Minimum	\$1,061.72
Yield	\$0.87M
CTC (Chatswood Major Retail Centre – Westfield)	
Ad Valorem*	.0149025
Minimum	\$1,061.70
Yield	\$1.12M
Strata Storage Facility	
Ad Valorem*	.005832
Minimum	\$805.25
Yield	\$0.09M
Total Yield	\$50.05M

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

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 pension 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 2.3%, an amount of \$5.5M will be raised from the rate levy in 2018/19.

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 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 2018/19, 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 Yield: \$690,000	

Council will charge fees for services in accordance with the attached Schedule of Fees and Charges for 2018/19.

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 2018/19 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	\$530
Domestic Waste Management SFR & Pensioner Charge	\$400
Total Yield	\$15.58M

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
Commercial Trade Waste Charge	\$774.00
Total Yield	\$270,000

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 in accordance with State Government legislation and as adopted by Council an additional \$130 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 2018/19 is 7.5%.

6. Northbridge Car Park

Council has submitted an application to IPART seeking approval for a special rate levy for the upgrade of the car park. Should the application be successful, a special rate will be levied on the properties that have been involved in the consultation process with Council. IPART's decision will be handed down in May 2018.

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 2.25% 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

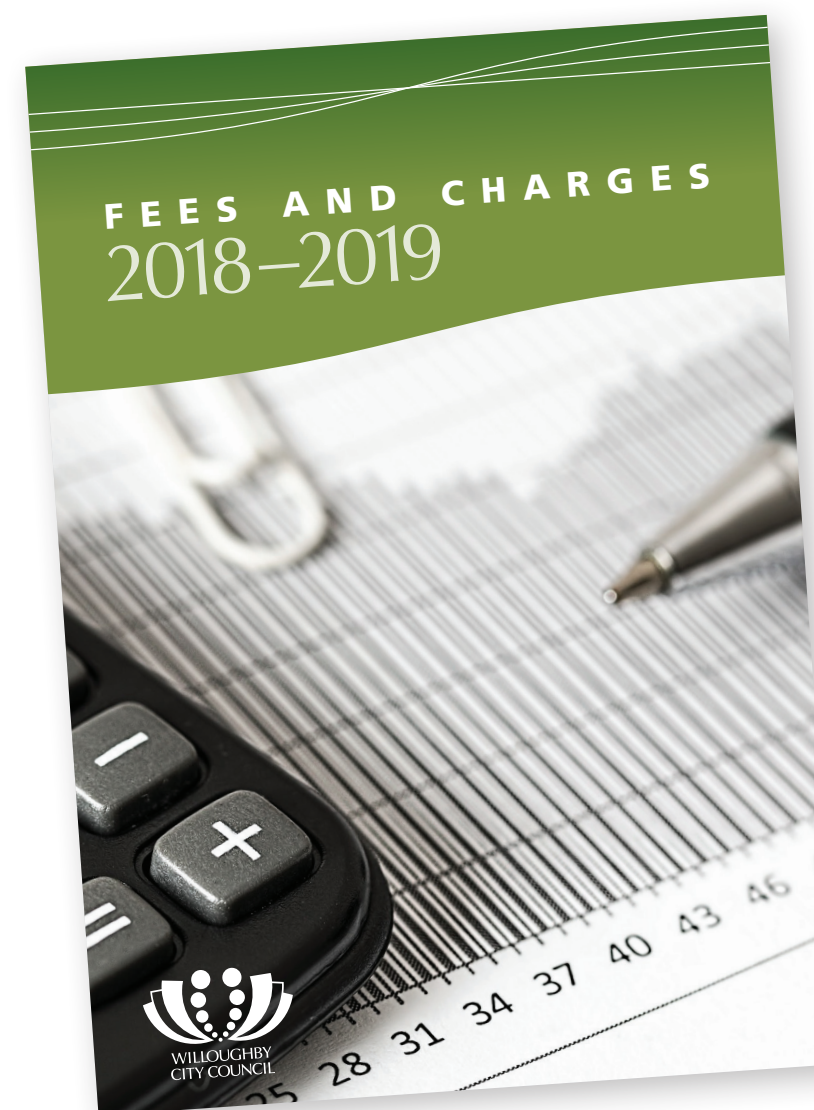
Where Council undertakes work on private land, the amounts or rates to be charged shall be the actual prime costs plus standard on costs to provide full cost recovery plus a return to Council.

9. Loan Borrowing 2018/19

Council is not proposing any new borrowing in 2018/19.

Annual Fees and Charges

Refer to attachment.





WILLOUGHBY
CITY COUNCIL

Published May 2018

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

