

END OF TERM REPORT 2008 to 2012

Willoughby City Council

PRESENTED TO COUNCIL 6 AUGUST 2012

Mayor

REILLY, Pat

Middle Harbour Ward

NORTON, Wendy
(Deputy Mayor 2010 to present)
RUTHERFORD, Judith
WILSON, Robert

Naremburn Ward

COPPOCK, Stuart
LAMB, Kate
THOMPSON, Barry
(Deputy Mayor 2008 to 2009)

Sailors Bay Ward

COX, Adrian
GILES-GIDNEY, Gail
HOOPER, John

West Ward

FOGARTY, Terry
SAVILLE, Lynne
STEVENS, Mandy
(Deputy Mayor 2009 to 2010)

COUNCILLORS



Back Row: Councillor John Hooper, Councillor Stuart Coppock, Councillor Gail Giles-Gidney, Councillor Robert Wilson, Councillor Lynne Saville, Councillor Mandy Stevens, Councillor Terry Fogarty.

Front Row: Councillor Barry Thompson, Councillor Kate Lamb, Mayor Councillor Pat Reilly, Deputy Mayor Councillor Wendy Norton, Councillor Judith Rutherford AM.

Absent: Councillor Adrian Cox (*inset*).

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EXECUTIVE SUMMARY

The Willoughby City Council term 2008 to 2012 was a significant one in that it was the first full term of Council to oversee the sustainability activities of the e.Restore 3 levy. Council was also the recipient of the A.R Bluett Award 2011 which is recognised as the highest accolade a local Council can achieve.

Council has embedded sustainability throughout our organisation, city and community. Willoughby City Council was one of the few councils to meet its greenhouse reduction target of a 50 per cent reduction (based on 1999 levels), which was achieved in December 2010. This was achieved via an Energy Saving Action Plan. Our community sustainability targets are on track thanks to initiatives including the Better Business Partnership and programs such as the ClimateClever campaign.

Willoughby City Council has continued to make significant progress in the provision of key community services, essential infrastructure, festivals and events, sustainable environments, economic development and open governance and strategic planning. In addition we have undertaken delivery of one of the largest performing arts and community learning facilities ever delivered by a Council in Australia, The Concourse. The 11,000 square metre public site, located in the centre of Chatswood has been developed into a state-of-the-art entertainment and events precinct which incorporates a Concert Hall and Theatre, rehearsal and studio space as well as providing conferencing facilities and venues for hire. The opening of The Concourse has resulted in significant positive outcomes for the community particular those associated with access to Performing Arts and creative development.

Chatswood CBD has flourished and the Mall has also undergone substantial refurbishment with the heavily used pedestrian strip, creating a more open and accessible public promenade and destination. The project commenced in February 2010 and was completed with a rolling schedule which allowed work to be undertaken without impeding on the activities of the 35,000 people who pass through the mall each day and allowing all shops to remain open during construction.

The Walter Burley Griffin Willoughby Incinerator site saw extensive restoration works undertaken to restore and provide adaptive re-use of the building, transforming it into a public art facility. The impressive sandstone and concrete Incinerator is an exceptionally designed and unique industrial building with considerable historical significance to the local area.

Major sport and recreation outcomes were achieved with the installation of an A-grade synthetic sports field at Northbridge Oval. The Synthetic field has replaced a traditional grass field, drastically increasing the use of the field, particularly in wet weather conditions. Participation rates at the Willoughby Leisure Centre have seen increases of up to 20% on previous reporting periods. These numbers continue to grow thanks to the broad range of health and fitness programs offered.

Our festival and events program was inclusive of more than 100 activities annually from Australia Day celebrations to our annual Street Fair which attracted more than 120,000 people each year. The festival is not only a celebration of community life it also engages numerous volunteers and provides creative opportunities for the wider Willoughby community.

Council introduced two free bus services in the LGA. The Artarmon Loop and the wider "Loop" services encourage the use of public transport and reduce car usage, enhance the viability of the Artarmon business precinct and provide residents with free transport around the City. The missing links footpath program is an ongoing program that increases the footpath network across the city and we have completed several new bike routes. Data indicates that more people, commuters in particular, are cycling in the Willoughby LGA.

Our Community Learning program grew significantly with 3 new branch libraries delivered in West Chatswood, Northbridge and Castle Cove. In addition the new Chatswood Library on The Concourse opened offering state of the art technology. These venues were the basis of piloting innovative learning programs for all ages.

Willoughby continued its progress in the area of strategic and economic development completing important strategies that will guide our future planning. The Chatswood CBD traffic study was undertaken and builds on the 2008 Chatswood CBD micro-simulation Traffic Study which has since been under review. Council also completed a marketing strategy exercise which will produce an action plan aimed at bringing tourism to Chatswood and increasing the city's brand image as an entertainment, dining and shopping destination.

Willoughby has also continued to preserve remnant bushland and protect the character of local neighbourhoods while simultaneously accounting for population growth. Extensive community education programs have been conducted to educate residents of the measures they can take in their own home to protect Willoughby's bushland. Furthermore, our Draft Willoughby Local Environmental Plan (WLEP) was completed and is awaiting approval with the Department of Planning and Infrastructure. The 2012 version is close to finalisation following a comprehensive consultation period.

In the area of community engagement Council established an online panel. The panel ran for a six month period during which Council actively recruited panel members many of whom had limited previous experience engaging with Council on non-service delivery issues. The panel was highly successful with councils across the country requesting information on the model. The panel is now the "Willoughby Online Community" with approximately 500 registered participants. The forum improves access to information and enables participants to consult with us in a timely, convenient manner.

Council gauged the satisfaction levels of employees through a non-compulsory staff survey. A total of 267 staff completed questionnaires (61% response rate) and of those who responded: 93.98% strongly agreed or somewhat agreed that Council is a great place to work. 86.90% strongly agreed or somewhat agreed that Council had a flexible and friendly work culture. The results of the survey are now being used to do some additional work in the areas of training and development, benchmarking of salaries and access to healthy lifestyle activities for employees.

Council will continue to actively engage community, staff and key stakeholders in order to improve our services and meet the objectives of our Willoughby City Strategy. The Willoughby City Strategy will be reviewed in late 2012.

INTRODUCTION

Our Vision

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

The End of Term Report is for the period 2008 to 2012. It mainly focuses on outcomes. In other words what benefit or otherwise to the community and organisation has resulted due to the activities Council has undertaken. It also identifies gaps and potential challenges for the incoming Council to consider. It will assist the preparation of the new Willoughby City Strategy which is due for review early in 2013.

Every six months Council produces Delivery Program updates. These updates focus on outputs and are available, along with our Annual Reports, on the Council website.

The report was compiled using a combination of sources including historical (past Annual Reports, Delivery Program Progress Reports etc) and more recent reporting data (i.e. as at June 2012).

The End of Term report is structured around the six Key Strategic Directions of the Willoughby City Strategy. They are:

- Community and Cultural Life
- Natural Environment
- Homes
- Transport, Mobility and Infrastructure
- Economic Activity
- Civic Leadership

The use of “traffic lights”

Throughout this document “traffic lights” have been assigned to show progress or status on our services and projects.

Green **Project** = Performance status on track in terms of deliverables, timeframes.
Usually indicates 90%+ of scheduled requirements completed.
Service = Targets for the KPIs have been met (90%+) or exceeded.
Satisfaction rating = High (4-5 Mean Score of 5)

Amber **Project** = Performance delayed but capable of getting back on track.
Usually indicates 75% to 89% of scheduled requirements completed.
Service = Targets for the KPIs were 75%-89% met.
Satisfaction rating = Medium (3 Mean Score of 5)

Red **Project** = Project is in danger of not finishing on time or may not be delivered.
Performance is normally rated as less than 75% of the scheduled requirements for year to date.
Service = Targets for the KPIs Targets for the KPIs were not met (<75%).
Satisfaction rating = Low (1-2 Mean Score of 5)

Where no target has been assigned traffic lights have been used to indicate a major shift in trend.

Senior Officers 2008 – 2012

Nick Tobin General Manager






Directors

Steven Head Infrastructure Services
Greg Woodhams Environmental Services
Marcia Waller Community Services (February 1995 to March 2011)
Melanie Smith Community Services (December 2011 to present)
Tracey Crouch Corporate Support & Performance
Jeff Ellis Economic Development
Tony Pizzuto Financial Services



Willoughby City Strategy Priority Areas









In 2009 Councillors determined a priority project list to help achieve the outcomes identified by the community within the Willoughby City Strategy. (The following list supports the priority issues as articulated on page 7 of Council's four year Delivery Program.)



The following is a summary of those items and status as at July 2012.

Project	Actions	Comments	Status
1. Complete the Recreation Plan <i>Strategic Direction; 1.3</i>	Initiate high priority actions	Report presented to Council in July 2012. Components of the plan are completed.	
2. Complete Asset Management Policy, Strategy and Plan (links to Resource Strategy for Integrated Planning i.e. long term asset, financial and work force planning to be completed) <i>Strategic Direction; 4.2 and 6.3</i>	Develop and implement Integrated Planning model (Complete Delivery Program and Operational Plan; Complete Resourcing Strategy; printing; community consultation)	All components of the Resourcing Strategy completed and adopted as per timeframes and DLG requirements. Implementation is underway and will continued to be monitored. Reviews of all components will occur annually and as required with full revisions completed every four years.	
3. Chatswood CBD (all items including The Concourse, mall upgrade, linkages, CBD Vision) <i>Strategic Direction; 1.0, 5.0, 6.3</i>	Complete draft LEP including CBD, s94A – 3% levy, Urban Design Plan and Traffic Management Plan	Draft LEP on exhibition, 3% levy approved (start with LEP), Urban Design Plan awaiting LEP and Traffic Plan.	
4. Investigate demand in regards to recreation and health <i>Strategic Direction; 1.2 and 1.3</i>	To be further scoped in line with completion of the recreation plan and possibly integrated with the actions assigned to item 24 (wellness initiatives)	A collaborative effort involving Community Services, Willoughby Leisure Centre, HR and external partners (Cancer Council and Health Promotion) to expand programs available to staff and community members out of a range of venues across the LGA.	
5. Deliver 1 x new recreation facility (assess and refine the concept in terms of community need and gaps in existing service provision) <i>Strategic Direction; 1.3 and 1.3</i>	Prepare masterplan	Master Plan for redevelopment of leisure centre completed following adoption of Aquatic Feasibility Study. Willis Park Recreation Centre is open for use and Northbridge Oval received significant improvements (synthetic pitch) resulting in improved access for users.	

Project	Actions	Comments	Status
<p>6. Develop the role of our neighbourhood libraries as “one stop shops” (Scope what we mean by “one stop shop” – sustainability/community learning centres/community wellness)</p> <p><i>Strategic Direction; 1.2 and 1.3</i></p>	<p>Develop community learning programs at each new library facility</p> <p>Create sustainability collections at each branch library</p>	<p>Community Learning programs have been introduced across all branch libraries including The Concourse. Expanded programs offered at Willoughby Park Community Centre. Projects are reviewed annually.</p>	●
<p>7. Community Buses Project</p> <p><i>Strategic Direction; 3.2, 4.1 and 5.2</i></p>	<p>Determine priorities and undertake planning</p>	<p>Strategy adopted by Council in 2012 and currently in implementation. A number of new routes have been added to the original service over the past three years. Patronage increasing.</p>	●
<p>8. Investigate revenue raising options for services</p> <p><i>Strategic Direction; 1.2 and 6.3</i></p>	<p>Seek a range of alternative funding sources</p> <p>Investigate the process of implementing a levy for library resources</p>	<p>Levy involves Special Rate Variation – could be considered in upcoming application. Fees for service at Library will negate subsidy and contravene Library Act.</p> <p>New fees and charges introduced together with increases to better reflect cost of service provision.</p>	●
<p>9. Develop Long Term Financial Plan (links to Asset Policy and Plan above)</p> <p><i>Strategic Direction;</i></p> <p><i>Supports all service delivery (1.0, 2.0, 3.0, 4.0, 5.0, 6.0)</i></p>	<p>Complete Long Term Financial Plan as part of IP&R Resourcing Strategy</p>	<p>Completed. Please refer to Item 2.</p>	●
<p>10. Develop and implement the Community Engagement Strategy</p> <p><i>Strategic Direction; 6.1 and 6.2</i></p>	<p>Scope strategy</p> <p>Community consultation undertaken</p> <p>Develop strategy</p>	<p>Community Engagement Strategy completed and adopted. Ongoing implementation.</p>	●
<p>11. Investigate promoting branch libraries as wellness information centres</p> <p><i>Strategic Direction; 1.2 and 1.3</i></p>	<p>PR strategy to be developed with Library</p>	<p>PR strategy has been developed and promotion well underway via newspapers, website, posters and brochures.</p>	●
<p>12. Integrate sustainability into all Council activities</p> <p><i>Strategic Direction; 3.2 and 6.3</i></p>	<p>Council GHG target 2010;</p> <p>Sustainability Reference Group;</p> <p>Sustainability Working Group plan; staff meetings/inductions</p>	<p>50% reduction target met.</p> <p>SRG meetings continue quarterly.</p> <p>SWG meetings continue quarterly.</p> <p>Sustainability incorporated into all induction seminars and Position Descriptions.</p> <p>Sustainability Action Plan approved and underway, grant for Concourse Co-Gen submitted; solar farm extension to be installed.</p>	●

Project	Actions	Comments	Status
13. Improve upon our community promotions and education (through clear, meaningful language) <i>Strategic Direction; 6.2 and 6.3</i>	Develop marketing plans for major initiatives	Marketing Plans completed and implemented for The Concourse, Brand Chatswood, Willoughby Leisure Centre and other major services and venues. Council communications achieving approved co-ordination.	
14. Investigate gaps linking bike tracks and pedestrians <i>Strategic Direction; 3.2 and 4.1</i>	Identify gaps and prioritise projects	Willoughby Bike Plan was adopted with gaps identified and projects prioritised.	
15. Investigate and resolve commuter parking issues <i>Strategic Direction; 4.1</i>	Finalise study	A comprehensive study and audit of all areas of difficulty and congestion has been completed. A draft strategy for on street and residential parking has been reported to Council with a draft policy completed.	
16. Investigate extension of shuttle bus service <i>Strategic Direction; 3.2 and 4.1</i>	Determine priorities and undertake planning	Complete. Council has adopted strategy for expansion of service and is implementing recommendations.	
17. Explore collaboration between WCC & Lane Cove for enclosed 50m pool <i>Strategic Direction; 1.3 and 6.3</i>	Dependent upon initial reaction of Lane Cove	Complete. Options for access to Lane Cove and other 50 metre pools provided to local swimming club. Draft masterplan includes proposal for 50 metre pool.	
18. Consider how NSROC might evolve into a more effective instrument in cross-regional service delivery <i>Strategic Direction; 1.2, 6.0 and 5.0 all</i>	Confer with NSROC GMs for support; Consultant review undertaken of options; report to NSROC	Ongoing discussions. Meeting of GMs to be held following September 2012 Elections. Council also contributed to discussions on local government reform and modernisation.	
19. Revisit role of Chatswood CBD in a regional context <i>Strategic Direction; 5.2</i>	Review role through Draft Willoughby LEP and Metropolitan Strategy with NSROC and DoP	Submission made on Regional Action Plan and MetroPlan Discussion paper for recognition of the CBD. LEP retains CBD Strategy to support office core.	
20. Take regionalisation of Council services to LGSA (Develop a WCC Policy) including cross regional contributions made for regional facilities) <i>Strategic Direction; 1.2, 4.2, 5.0 and 6.3</i>	Initial contact with LGSA in 2010; develop WCC position; use input from Item 18	Working with Division of Local Government as appropriate with a view to having representation on LGMA Board in September.	
21. NSROC library arrangement following the review of Shorelink <i>Strategic Direction; 1.3</i>	Monitor Shorelink costs and review Approach NSROC about new, wider co-operative model with fairer funding	Ongoing monitoring of Shorelink costs continue. A report is being prepared for Council to consider re-signing the Shorelink agreement for a 2 year period to allow for investigation into other options.	

Project	Actions	Comments	Status
22. Deliver interactive community notice board in Chatswood Mall <i>Strategic Direction; 5.2 and 6.2</i>	Complete work	Not achieved. The Urban Screen in Chatswood may meet some of the objectives of this project.	
23. Support respite programs for young people with a disability living in Willoughby <i>Strategic Direction; 1.1 and 1.2</i>	<p>Investigate extending use of Willoughby House for w/e respite for young people with a disability</p> <p>Provide further respite care packages for young people with a disability to relevant groups</p>	<p>Not commenced.</p> <p>Investigation into feasibility commencing in July 2012.</p>	
24. Deliver a funding program to support wellness initiatives <i>Strategic Direction; 1.2, 1.3 and 6.3</i>	Consultant to scope extent of current and potential initiatives across Council. Implement new initiatives if necessary	Program being developed through the Willoughby Leisure and Willoughby Park Centres. Cross Divisional teams are continuing to progress and expand the program to staff.	
25. Investigate and pursue infrastructure grants (community wellness initiative) <i>Strategic Direction; 4.2 and 6.3</i>	To be scoped as part of item 24	Significant funding achieved for Northbridge Oval, pathways, playgrounds, cycling facilities and for community centre upgrades such as Bales Park and Naremburn.	
26. Investigate expansion of community gardens project <i>Strategic Direction; 1.1 and 3.2</i>	Implement policy and support new gardens and volunteers	A policy overseeing the expansion of Community Gardens has been adopted by Council and resources delivered to fund a part time officer to develop the programme. A number of new sites have been added. Community Garden project has been expanded at the Youth Centre and Devonshire Street. Further expansion to be explored when new tenants take up occupancy in the Devonshire Street cottages.	
27. Increase promotion of Council achievements in the area of sustainability <i>Strategic Direction; 3.2 and 6.2</i>	E.restore team and PR Office to implement promotion program as events occur and through media	Completed and ongoing. Media releases were issues for a number of awards won. Media releases also issued for key projects.	
28. Investigate a local renewable energy production plan <i>Strategic Direction; 3.2</i>	Review national/ international experience; engage advisers; develop plan	<p>The Renewable Energy Roadmap Report was presented and approved by Council in Feb 2012. New target is 20% renewable energy by 2020.</p> <p>Solar farm installed at Westfield Car Park and to be extended; feasibility of CBD precinct wide co-generation system being investigated.</p>	
29. Investigate parking options for scooters and bikes <i>Strategic Direction; 4.1 and 5.2</i>	To be undertaken as part of parking review	Scooter, motorbike & bike parking facilities have been extended in both private and public developments and on street where appropriate.	

Project	Actions	Comments	Status
30. Investigate food policies <i>Strategic Direction; 3.2</i>	Policy & Projects Officer to research and draft a report for further consideration	Policy has been developed and endorsed by Council in 2010.	
31. Investigate/advocate for district court in Chatswood CBD <i>Strategic Direction; 5.2</i>	(Refer also CBD regional context). Confer with State agency and law firms; delegation to Minister Prepare plan	Proposal was considered with the CBD Strategy. It was not seen as a priority to be pursued.	

1.0 COMMUNITY & CULTURAL LIFE

Major Achievements 2008 to 2012

- Willoughby House; providing dementia day care and respite for some of our most vulnerable
- Delivery of "The Concourse"; Sydney's newest arts & cultural destination
- The Willoughby Incinerator; celebrating heritage and the arts
- Faces of Willoughby and the Willoughby City Sculpture Prize
- Spring Festival Program; creating a sense of community
- Chatswood Library and the Branch Library Network; enhancing access to learning
- Our recreation planning & facilities; promoting healthy lifestyles

1.1 Celebrating Diversity and Community Spirit

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

Outcomes

- 1.1.1 Community spirit and a sense of belonging are fostered.
- 1.1.2 The community is engaged in the life of the City.
- 1.1.3 The vulnerable are involved in our community and supported with respect and integrity.
- 1.1.4 Social and cultural diversity is respected, supported and celebrated.
- 1.1.5 Art and cultural activities provide enriching opportunities for people to share creative experiences, develop a distinctive local identity and contribute to a more vibrant environment.
- 1.1.6 Public spaces are attractive and inclusive and offer a variety of recreational and creative experiences.

Construction of The Concourse was completed on 14 July 2011. The Concourse was delivered by the 2008 to 2012 Council following extensive community consultation carried out by the previous Council. The 11,000 square metre public site, located in the centre of Chatswood has been developed into a state-of-the-art entertainment and events precinct which incorporates a Concert Hall and Theatre, rehearsal and studio space as well as providing conferencing facilities and venues for hire. The opening of The Concourse has resulted in significant positive outcomes for the community in particular those associated with the Performing Arts. The quality of the venue has been acknowledged by external bodies as being exceptionally high. Emerging results indicate a decrease in the commercial vacancy rate in the area following construction. The Concourse also provided a new area of public open space surrounded by cafes and restaurants that contribute to the amenity.

The site includes a 5000 square metre public library incorporating an automatic book sorter and self service book borrowing facilities. Council also delivered 3 new branch libraries (Castle Cove, West Chatswood and Northbridge) to the community. The library and community learning centres offer modern and accessible services and resources for the local area. The new Artarmon Library will be opened in September of 2012 and upgrades at Naremburn Library will commence later this year.

The Willoughby Symphony Orchestra (WSO) and Choir (WSOC) has flourished in the past three years and continues to grow its subscription and the quality of its programs attracting prestigious local, national & international musicians. Most recently WSO accompanied the

English National Ballet to outstanding reviews. The Zenith Theatre and Convention Centre is finding its niche with the new facility. In the meantime community targeted programs such as the "Young Composers Award" have achieved ongoing success. This initiative highlighted the national interest of young composers throughout Australia with submissions received from NSW, Queensland, Victoria, Western Australia and South Australia. 2MBS FM and the WSOC are supporters of the program.

Council delivered more than 400 events annually ranging from small community workshops that have facilitated environmental initiatives at a grassroots level, to free public entertainment and large festivals. The management of the events program includes risk assessment, financial management, resource management and the development of sponsorship relationships. The program of events offers diversity and attracts a broad audience. Major events included Australia Day, Chinese New Year, weekly markets, Harmony Day, Christmas Carols and the Willoughby Spring Festival featuring the key event, the Willoughby StreetFair. These events have achieved vibrant interaction, collaboration and participation and a sense of community. Council also facilitated and supported local community organisations in realising their own events.

Over 360,000 participants have celebrated StreetFair during this Council term

Restoration and adaptive re-use of the Willoughby Incinerator was completed in 2011 repairing structural damage to the nationally heritage listed, Walter Burley Griffin designed building. The restoration of the incinerator has provided Willoughby with a unique public amenity that not only satisfies a demand in the local community but provides an opportunity to make a significant heritage item accessible to all. The five year project cost \$4.5 million with assistance provided by the Federal Government and the Heritage Branch of the NSW Department of Planning.

Several major artworks were commissioned and installed. Artist Richard Goodwin was commissioned to create a public art piece to cover an external lift shaft added to the Willoughby Incinerator to improve access. The artwork, entitled Exoskeleton, used computer modified forms of the geometric shapes in the incinerator building to create a stainless steel encasing to the lift. Artist Wendy Mills was commissioned to install an artwork in the reflection pool located on The Concourse and viewable from the library. An artwork entitled Ripple, was included in the refurbished Chatswood Mall. The piece aims to create an element of calm in a busy public space. Council also curated exhibitions in the Foyer Exhibition Space and Willoughby Incinerator art space and hosted the Willoughby Artist Open Studio Weekend which supports more than 50 artists annually. Bicentennial banners were conserved and installed in the Civic Pavilion and plaques from the previous building were also installed on The Concourse. "Faces of Willoughby" was delivered at The Concourse to preserve and celebrate the community's identity.

In addition to ongoing programs to support aged and disability services other highly successful initiatives were undertaken. "Dance to the Nines" attracted 80 people with a disability when launched in (2010), with participants from across Northern Sydney. The dance, assisted on the night by Recreation Rendezvous and Chatswood Assisted Living, was so successful that the program was extended with dances over the next two years. The Seniors Internet Kiosk, initially piloted in 2009, has grown in popularity with tutoring sessions offered 5 days a week and solidly booked. The kiosks are located in the Dougherty Community Centre café, situated beneath an aged care facility. Volunteer tutors offer free tuition to seniors on email and the internet. The outcome for the community is greater access to education, information and services while improving the confidence of users.

Council awarded \$328,600 via our community grants scheme supporting our local services, groups and talented individuals

The Homeless People Working Party was an initiative of Council which provided a coordinated approach to reaching out to the homeless in our community. The working party has been in development for the past 18 months and involves participants from key agencies including Centrelink, Housing NSW, Mission Australia and the Salvation Army. An event was held in August of 2011 where homeless people were provided with a free meal and hair cut and access to stalls manned by various key service providers. It created an opportunity for people to access essential items such as Medicare cards and register for vital assistance such as housing.

1.2 Community Services & Facilities

Our Goal: To provide people with the community services and facilities they need.

Outcomes 2008 to 2012

- 1.2.1 Available relevant services and facilities for all members of the community.
- 1.2.2 Provision of quality and affordable child care services.
- 1.2.3 The community can participate in a diverse range of the arts.
- 1.2.4 Support the aged community to live comfortably in their familiar neighbourhoods.
- 1.2.5 Convenient, safe and inviting facilities for young people.
- 1.2.6 Quality, accessible public library and community learning services.
- 1.2.7 Community volunteers are acknowledged and supported.

The Willoughby House Dementia Day Care facility, opened in February 2010, has achieved excellent community outcomes in its first full 2 years of operation. The centre provides a purpose built dementia day care facility for carers of people with dementia with Council providing the impetus, land, management and partial funding. The total cost of the initial project was \$3,770,000 including land value. The facility is operational week days with most days full to capacity. At present, the Catholic Community Services Program funds 8 places. The Baptist Community Services funds 12 places which specifically offer respite for people who are otherwise working or studying to allow them to continue in this capacity. This includes parents of younger people who have a disability, not necessarily dementia specific. The success of the facility has created an opportunity to investigate expansion of the service to weekends.

Participation rates at Willoughby's Youth Services program remain on the increase with the Chatswood Youth Centre now the most well attended youth centre on Sydney's North Shore, averaging 110 young people per day (or over 7,500 per quarter). Demand for access to these programs continues to rise due to the variety, relevancy, quality and timeliness of the programs on offer. One highly successful program was the parenting forums which attracted 400 participants. The free forums, entitled "Bringing Parents Up to Speed", included topics such as bullying, drugs and alcohol and adolescent brain development. One extremely positive outcome was the number of young people referred onto our services for the first time as a result of their parent's participation.

'The First Step' short film project was produced in partnership with North Sydney Council, Chatswood High School and Chatswood Intensive English Centre. The 8 minute film, which will be distributed to all state primary schools in NSW, shows the experiences of year 7 students on their first day at high school and aims to provide Year 6 students with an understanding of this experience. Another successful initiative is 'Glambition', the girls only initiative which operates on Friday evening at CYC. This time slot allows young women to have sole access to the youth centre's facilities.

A 'Childcare in Willoughby' needs analysis was commissioned to help guide future planning including pertinent population data as well as recommendations. The needs analysis addressed long day care; family day care, home based childcare, occasional care, before and after school care and pre-schools. A number of forecasting methodologies were used in determining future needs. A survey was also undertaken with services across the LGA. The outcome of the research provided a number of key findings and recommendations around the supply and demand for childcare places in Willoughby. The next phase of this project will be to implement the recommendations contained within the final report.

Council's child care services continued to achieve high Quality Assurance ratings. Up to 10 children/families with diagnosed additional needs were cared for and supported across all Council services annually. Our Children's Services Directory including instructions on how to access interpreter services were delivered in 9 community languages. Council also hosted the inaugural Child & Family Expo in 2011. The WLEP2012 included community services and child care centres as permissible land uses in all land use zones in the City, other than environmental zones.

Council's enthusiastic Volunteer Network contributed to the delivery of over 88,000 meals on wheels, 14,500 community aid services, and 31,824 hours of MOSAIC services while also assisting at many community events. MOSIAC (Multicultural One-Stop Assistance Information Centre) is largely reliant on the services of volunteers. MOSAIC is a multicultural service that seeks to celebrate the city's diversity and is dedicated to empowering and meeting the needs of its ethnic communities, and facilitating their participation in decision-making. Numbers of participants in MOSAIC run activities continue to grow forcing pressures on the existing venue.

1.3 Healthy Lifestyles and Lifelong Learning

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

Overview of Outcomes

- 1.3.1 A healthy lifestyle and sense of wellbeing are promoted.
- 1.3.2 The use and enjoyment of open space and natural bushland is balanced with its protection.
- 1.3.3 Council's works and services programs are current and appropriate to the recreational needs of the community.
- 1.3.4 Improved multi-use of open space and recreation areas.
- 1.3.5 Affordable and accessible open space and recreational facilities for all members of the community.
- 1.3.6 Good access to foreshore areas with links between bushland, open space and foreshore areas.
- 1.3.7 Existing open space, recreation areas and sportsgrounds are protected and enhanced.
- 1.3.8 Potential impacts of climate change on open space, recreation areas and streetscapes are mitigated.
- 1.3.9 Safe buildings, public domain, open space areas and facilities.
- 1.3.10 Local centres and facilities that support learning and creative opportunities
- 1.3.11 An educated, participatory and enlightened community.

1.3.12 Local libraries are valued by the community as key learning centres.

1.3.13 Schools and education facilities are supported and maintained.

Community Learning facilities in Willoughby provide a broad range of learning opportunities. Creative, active, informative and intellectually stimulating programs for all age groups are held across the seven Libraries and Community Learning facilities within the area. These facilities include the central Library in Chatswood, Artarmon Library, Naremburn Library, Willoughby Park Centre and the three new facilities delivered by the current Council; Castle Cove, Northbridge and West Chatswood Libraries.

In June 2012 Chatswood Library had up to 2,000 visitors daily

Over the past 12 months the programs have grown significantly due to the opportunities created by the new facilities. The program of classes aim to encourage health and wellbeing through classes such as kindi gym, tiny tots dance, gymnastics, pilates, yoga, martial arts and gentle exercise and provides opportunities for further education and relaxation through classes such as craft, art, pottery and jewellery making.

Council successfully launched the new Chatswood Library on The Concourse in September of 2011. Council hosted "Sneak Peek Tours" prior to the official opening with 3087 people visiting the site on the day of the Street Fair. Council also hosted an industry night preview for 90 colleagues from Public, University, TAFE, Special and Government libraries. In the first four weeks of operation there were 93,019 visitors, 80,600 items were issued and 2000 new members.

Library services continued to roll out new technology. The TechLogic Automatic Materials Handling System (AMHS) and 5 Self-checks were implemented at Chatswood Library on The Concourse. The AMHS processed 57,835 returned items over the first four weeks of opening. Council also launched its online booking system for events at libraries and the new e-Library catalogue (November). Council's library services were also acknowledged for its work with iBIMS (Intelligent Book Information Management System) winning the National Multicultural Marketing Award. This was the third award received for iBIMS.

Willoughby has made concerted efforts to increase the wellbeing of our community by continuing to maintain and improve passive and active recreational facilities. The Willoughby Leisure Centre (WLC) has continued to grow in cliental and reputation.

1,800 children attend Council's swim school program

In August 2010 the Aquatic Strategy Report was adopted by Council. The Willoughby Leisure Centre Master Plan concept design proposal was developed soon after and placed on public exhibition for community feedback in June 2012. This plan takes into consideration future recreational sites within Willoughby. In the meantime the WLC has continued to offer a range of courses and facilities with numbers significantly increasing over the past four years.

A shortage of sporting facilities exists across the North Shore of Sydney (Council participated in the NSROC Regional Sports Strategy to address regional recreation issues). Willoughby City Council is seeking to address this shortage by increasing the capacity for sporting activities by increasing the use of sporting facilities located within the City of Willoughby for use by our residents and residents of surrounding council areas. Major improvements were carried out at several locations including Willoughby Oval, Naremburn Oval, O.H. Reid Oval, Bicentennial Netball Courts, Artarmon Oval, Thomson Oval and Northbridge Oval.

In May 2011 Council opened the synthetic field at Northbridge Oval. The synthetic field has replaced a traditional grass field, drastically increasing the use of the field, particularly in wet weather conditions. The oval can accommodate up to 100 playing hours per week in all conditions while other ovals are 'rested' due to rain or general wear and tear. Key partners of the project were the State Government, Northbridge Football Club, Sydney Water and Ku-ring-gai District Soccer Association. A draft Recreation and Open Space Plan has been completed for consultation during late 2012 and early 2013.

Council undertook a coordinated approach to delivering health and wellbeing activities through several key partnerships. An example was the highly successful Falls Prevention Program – "Being Active, Staying Safe" a co-ordinated effort between Willoughby City and Lane Cove Council with support from the Local Government and Shires Association (LGSA). Volunteers were crucial to the delivery and assessment of the program. It attracted 82 participants from our LGA with the majority of people being between the ages of 75 and 90. Fit N' Fun for seniors (2012) was another collaborative effort involving local community volunteers, businesses and health professionals.

1.4 Gaps and Challenges – Strategic Direction 1

The Delivery Program (DP) 2010 to 2014 notes the development of a social and cultural needs survey to help identify future demands on service delivery. Initial planning is underway and will need to be closely considered as part of the review of the Willoughby City Strategy. We already anticipate that proposed Federal and State Government legislative changes (particularly in the areas of childcare and disability) will impact on existing service delivery and strategy. Housing options for older people to move to smaller more appropriate accommodation within their community has already been identified as a priority concern for service providers. Our Youth Centre and MOSAIC have both been identified as facilities that will possibly soon reach their capacity or be unable to meet demand.

The Northern Sydney Aboriginal Social Plan has come to its end and was recently evaluated. With no mandate for councils to continue to undertake dedicated social planning Council will need to take a position in regards to how it can best support social justice outcomes through ongoing strategic community planning.

With The Concourse having only recently opened its doors to the public its overall success as a community venue cannot yet be fully ascertained. Council will continue to monitor its progress and seek formal community feedback once the venue has been operational for at least 18 months. One aim will be to reduce the operating subsidy. Our Performing Arts unit is preparing to undertake a strategic business review incorporating the programs now offered at The Concourse with a focus on development opportunities for children and young artists. The review will also address the role of the Zenith Theatre and Convention Centre.

Meeting the community's need for accessible and quality recreation opportunities in a thoughtful and considered manner will require significant and innovative approaches to funding including adopting a regional approach to ensuring all facilities can meet the needs of the widest possible number of people. The large number of children and simultaneously an aging population compound the challenges. Effective resourcing and management of Council's Willoughby Leisure Centre and the achievement of the Gore Hill Sports and Recreation Centre will be significant benefit for the community.

2.0 NATURAL ENVIRONMENT

Major Achievements 2008 to 2012

- Climate Clever Program; promoting sustainable living
- Achieving Green House Gas reduction targets of 50%
- Better Business Partnership; helping local business and industry achieve best practice
- Willoughby Leisure Centre Co-generation
- Natural Environmental Education Program
- Implementation of the e.Restore3 levy
- Chatswood Solar Farm

2.1 Natural Ecosystems, Biodiversity and Environmental Health

Our Goal: To treasure and conserve the natural ecosystem for its intrinsic ecological, spiritual, educational, scientific, recreational and community value.

Overview of Outcomes

- 2.1.1 Conservation and maintenance of Willoughby's natural ecosystems.
- 2.1.2 Conservation and enhancement of the biodiversity of local indigenous flora and fauna.
- 2.1.3 Pressures on natural ecosystems are actively managed in partnership with the community.
- 2.1.4 Reduced water, air and noise pollution.
- 2.1.5 Minimising soil erosion and contamination.

Willoughby has continued to preserve remnant bushland and protect the character of local neighbourhoods while simultaneously accounting for population growth. Extensive community education programs have been conducted to educate residents of the measures they can take in their own home to protect Willoughby's bushland. The Draft Willoughby Local Environmental Plan 2012 (WLEP2012) protects public bushland areas in the City with "E2 Environmental Protection" and "Environmental Living" zoning applied to sensitive residential areas (around the foreshore, waterways and open space).

Between 2008 and 2012 Council's Open Space and Bushland services continued with major works carried out in addition to completing their scheduled program. Our team has continued to help conserve biodiversity and maintain natural ecosystems through their on-going program of activities including but not limited to; the protection of creeks and waterways, the improvement of foreshores (30 currently worked), watercourses and bays, managing a range of e.restore activities and implementing community education programs that also encourage volunteer involvement. They have also organised numerous bushwalks, school activities and exhibitions. The Bushcare News was published quarterly updating community and Council on all major ongoing activities and initiatives.

Our open space program is grateful for the generosity provided by our many volunteers. 50 volunteer Bushcare groups helped provide habitat for at least 15 mammal species, over 180 species of birds and many species of frogs, lizards and bats. Council provided regular training for its volunteer network and community workshops. Approximately 4000 hours were worked by community members each year. Each group was supervised on site.

A highlight program was when the Council hosted the ANZANG Nature Photography exhibition held in 2009 and again in 2011. Produced by ANZANG Nature Photography, the exhibition contains a collection of winning photographs from the ANZANG Nature

Photography Competition, with categories including Animal Behaviour, Animal Portrait, Botanical, Underwater, Wilderness, and Threatened Species. With a strong focus on the natural heritage of the bio-regions of Australia, New Zealand, Antarctica and New Guinea, the competition has become one of the biggest in Australasia and receives more than 1,000 entries each year. Through this exhibition ANZANG Nature and Council are able to raise awareness of nature and wilderness preservation.

Willoughby's bushland was cared for by Council and the community undertaking activities including but not limited to removing weeds, carrying out ecological burns and controlling foxes. Council has its own bushfire team so can burn smaller areas for ecological purposes. Other members are increasing their knowledge and commitment to protecting our natural eco systems. Bushcare sites have continuously been assessed and wildlife surveys conducted. Swamp Wallabies, Long Nosed Bandicoots and Brush Turkeys have returned to Willoughby's reserves. Numbers of Sugar Gliders have increased while Fairy Penguins and Green Turtles happily live on our foreshores.

312 volunteers currently assist our bushland team

Council's Natural Environmental Education program continued 2008 to 2012 with Council facilitating numerous activities. A highlight program was the education campaign 'kids teaching kids' about the local wildlife in the Willoughby area and encourage others to protect it. Year Five classes from schools across Willoughby were given a talk and a bushwalk by Willoughby City Council Wildlife Officers focussing on a significant animal for each chosen school. The year five students then created a story book about the selected animal and shared their story to a younger student. One book from each school was published with the collection distributed to all local schools and libraries. The three top story books from Willoughby schools received supplies to help with school gardens or in creating a special habitat garden for the school's chosen animal. The project is part of the wider Bushland Interpretive Program, which focuses on engaging the local community in living with the local natural environment in a sustainable way and raising awareness, understanding, education and fostering participation in its preservation.

1,095 local school students participated in our environmental educational program in the last 6 months alone

Council investigated the illegal poisoning and vandalism of several native trees in the Willoughby area including high profile cases in North Arm Reserve, Castle Cove and Retreat Reserve, Castlecrag. Council made several public appeals in order to raise awareness of the issue and continued to monitor the health of these trees. This was an ongoing intervention activity only made possible through the vigilance and co-operation of the community.

Between 2008 and 2012 Council planted approximately 2500 trees; Survival rate is 96%

The initiation of a quarterly water quality monitoring project by Willoughby Council in partnership with three other councils provides a consistent approach across the region. Data on seasonal trends enables a more appropriate response to issues. Willoughby hosts the only air quality monitoring station operated and maintained by local government in Sydney. It was installed to address potential issues linked to the Lane Cove Tunnel ventilation stacks, allowing for analysis of pre and post tunnel operation. The monitoring station has provided data that indicates compliance with air quality standards. A long term program for city wide benchmarking by relocation of the monitoring station will be undertaken.

Monitoring of our waterways continued at intervals. Sampling results were compared to historical data and ANZECC Guidelines for Fresh and Marine Water Quality (2000). The results show that the creeks monitored are impacted by typical urban stormwater pollution. Heavy rainfall periods were a contributing factor to higher than normal bacteria and nutrient levels at all sites. Most recent results indicate that overall water quality is improving and where major pollution had occurred (discovered as a direct result of Council's water quality monitoring program) orders were issued direct to polluters to rectify the problems. Air pollution and greenhouse gas monitoring of air quality continued. Live results were reported through Council's website and remain below guidelines.

Safe walking access into our bushland areas was encouraged with upgrades to tracks most recently including but not limited to Flat Rock Gully, Warners Park, Explosives Reserve and Robb Reserve. In addition Open Space carried out measures to reduce the potential impacts of bushfires with burns completed regularly at key sites. Stormwater outlet management, maintenance and remediation was carried out and foreshore regeneration also continued with 30 foreshore sites regularly worked and sites inspected.

Officers produced and implemented 13 Reserve Action Plans (RAPs) to assist with the conservation and maintenance of our natural ecosystems which were endorsed by The Natural Heritage and Bushland Advisory Committee. These plans allowed for a strategic approach to managing these areas in consultation with the community. Inventory of the City's Natural Heritage was completed. Tree Master Plans for all streets were also completed.

Close to 150 street tree work requests were completed each month

2.2 Sustainable Practices

Our Goal: To work in partnership and network with the community to increase the capacity to make behavioural changes towards sustainability and adapt to Climate Change.

Overview of Outcomes

- 2.2.1 A sustainable community with increased skills, knowledge and motivation for sustainability.
- 2.2.2 Willoughby City Council leads by adopting sustainable practices.
- 2.2.3 Sustainable design and best practice environmental measures are incorporated in the planning, construction, operation and post-operational phases of development.
- 2.2.4 People live more sustainably.
- 2.2.5 Waste is reduced, reused and disposed of in a sustainable manner.

The 2008 to 2012 term of Council was the first full term to oversee the implementation of activities under eRestore 3. Since 2008 Willoughby City Council has continued to make significant progress in the sustainable provision of community services, infrastructure, festivals and events, the environment, economic development, governance and strategic planning. Key achievements in this Council term have included:

- Meeting our Greenhouse Gas reduction target of 50% from 1999 levels;
- Installation of a 165kW Cogeneration Plant at the Willoughby Leisure Centre;
- Commencement of a 350kW solar farm in a Chatswood CBD carpark;
- Installation of more than 30kW of solar power at numerous council buildings;

- The ClimateClever campaign to inspire and empower the community to take action on climate change;
- Stormwater harvesting and recycling projects, including the installation of a 5ML water recycling system at The Concourse;
- The Loop, Council Cab and Artarmon Loop free bus services to reduce the amount of cars on Willoughby roads;
- Better Business Partnership, with North Sydney and Ku-ring-gai Councils to assist more than 300 local businesses reduce their energy, water and waste;
- Waste programs including Second Hand Saturday, the annual Frock Swap, chemical and e-waste collections;
- Caring for the local ecosystem through controlled burns, fox control, and supporting 50 volunteer Bushcare groups;
- Assisting other councils to replicate sustainability programs piloted in the Willoughby area.

In December 2010 Willoughby City Council achieved its greenhouse reduction target of 50 percent (a reduction based on 1999 levels). In order to achieve this reduction a detailed Energy Saving Action Plan was developed. Willoughby City Council was announced the Overall Winner of the Local Sustainability Award at the Local Government and Shires Associations of NSW (LGSA) Local Government Excellence in the Environment Awards, for meeting a greenhouse gas reduction target of 50 per cent of 1999 figures by 2010. The award recognised more than 49 councils across 12 categories for their environment and sustainability achievements. The award recognises all of the environmental efforts of the Council over the last 12 months with two key achievements being the reduction of Willoughby Leisure Centre's carbon footprint and the environmental initiatives undertaken at The Concourse.

In addition to reports including the Climate Change Risk Assessment – Adaptation Report the Sustainability Working Party continued to meet, community education programs were rolled out and the draft Sustainability Action Plan was completed and adopted. A number of key policies were also implemented including Sustainable Festival and Events Policy; Sustainable Purchasing Policy; Sustainable Food Policy; and Sustainable Fleet Strategy. The outcomes for community and Council of policy implementation will need to be monitored and evaluated on a yearly basis and reviewed accordingly.

Council continued work to significantly reduce its drinking water use by implementing innovative stormwater harvesting and recycling projects. Council has installed rainwater tanks capable of capturing over 20,000 litres for use at popular facilities. The 5 mega litre water recycling system on The Concourse will harvest water from the surrounding CBD for reuse in the building and landscaping. This will save the equivalent of 33 Olympic sized swimming pools of water annually. The Concourse was designed as an innovative public building that integrates leading sustainability principals throughout its design, reducing its environmental impact, minimising water and energy consumption. The sustainability initiatives integrated throughout The Concourse include natural and LED lighting, the use of sustainable materials, passive design and sustainable water management.

A launch was held in November 2011 to celebrate and showcase these environmentally sustainable design (ESD) features.

Willoughby City Council's ClimateClever Office program was established offering the assistance of a council-preferred energy consultant to conduct NABERS (National Australian Built Environment Energy Rating Scheme) Energy assessments for both office buildings and tenants at a 50 per cent subsidy. The program was made available to all building owners, managers and tenants in the local Willoughby area. In addition the ClimateClever online shop was updated to continue to assist the community make more informed and better value decisions when adopting sustainable technology. The number of hits to the ClimateClever

Shop website has remained consistent. Amongst other offerings the current site features preferred suppliers for solar power, solar hot water, heat pumps and rainwater tanks.

The cogeneration plant at the Willoughby Leisure Centre became operational. The cogeneration system saves \$46,000 per annum (factoring in electrical reduction and gas increases) equating to 430 tonnes of Green House Gasses per annum. The first phase of the Chatswood Solar Farm was also completed. The 33kW farm is delivering electricity savings of over 50% in the Devonshire Street Children's Centre. Stage 2 of the project will provide the Dougherty Community Centre with renewable power (approximately 47.7% of the building's current electricity consumption). A strategy to develop a Sustainable Building Policy has been presented to MANEX. The strategy outlined a cross departmental working group to form the policy. The policy is expected to be presented to Council for review later this year.

The Carbon Management System has been relaunched as the Environmental Sustainability Platform (ESP). The Sustainability Action Plan and e.restore quarterly reports now use data from the system for up to date reporting. For most emissions sectors the datasets are complete back to 2008/2009. ESP is currently monitoring 13 different emissions sources across 25 different account types through all of Council's buildings, parks and facilities.

The main administration building reduced electricity demand by 20% for the 2011/2012 year against the previous period. This resulted in 190 tonnes of carbon savings and a \$38,000 saving against business as usual per annum. Much of these savings can be attributed to the ongoing efficiency works on the heating, ventilation, air conditioning and lighting. The WCC community energy footprint has been modelled by energy consultants and will be used to develop energy reduction programs for the Willoughby community.

Better Business Partnership assists 90 businesses in the Willoughby area to achieve sustainability outcomes

The Better Business Partnership (BBP) has over 300 members participating in the program. BBP is working to encourage business owners to identify and implement cost effective energy efficiency measures. To achieve this, BBP has developed an innovative new computerised approach called the BBP Appraisal to capture information and benchmark the sustainability performance of businesses on the spot. Importantly the outcomes of the Appraisal are detailed in a report to the business including recommended actions to improve performance such as undertaking an energy audit through the Energy Efficiency for Small Business Program or the Energy Saver Program for larger business. The BBP Business Awards recognised the successful initiatives of businesses to reduce their environmental footprint. (Also see 5.0 Economic Activity)

2.3 Gaps and Challenges – Strategic Direction 2

Community feedback indicates some "green fatigue". In other words, while the community has successfully embraced sustainability measures enthusiasm dwindles as other priority issues emerge. How Council continues to promote the sustainability message will need to be carefully considered to achieve ongoing buy in. On the other hand, the Better Business Partnership has experienced major successes and continues to grow which indicates that while local households might be less likely to engage on the issue, businesses remain enthusiastic and are willing to investigate and achieve best practice. One challenge will be aligning e.Restore3 funding with community expectations. Another will be achieving concrete gains in the areas of energy reduction and renewable energy.

Electricity consumption for all of Council has experienced an increase due to The Concourse coming online. Energy consumption for street lighting was similar for the 2010/2011 and 2011/2012 financial year. This indicates none of the efficiency works initiated have been started by Ausgrid.

Council has a dedicated volunteer network, particularly in the area of bushland. We will need to ensure that the appropriate measures are in place to maintain this enthusiasm and drive and manage its growth into the future with appropriate resources and support.

Council will need to maintain its building site enforcement program to ensure that appropriate standards are achieved for sediment and erosion control, avoiding pollution, protecting waterways and bushland and wherever possible improving the quality of the natural environment. Prosecution and remediation requirements will be initiated where breaches of the standards are identified.

Climate change will require a collaborative response between Council and the community to mitigate the likely impacts on residents, businesses and the natural environment as well as assisting with adaptation to the changes.

3.0 HOMES

Major Achievements 2008 to 2012

- Development of the Draft Willoughby Local Environmental Plan (WLEP) 2012 to provide additional opportunities for new homes
- Community engagement program (WLEP)
- Customer Service and Process reviews to improve processes
- Heritage Awards Program and Festival protecting and celebrating our heritage

3.1 Housing Demand and Diversity

Our Goal: To be a place with a diversity of housing options to suit different needs through our residents' life stages, our changing population, people with special needs and different lifestyle choices and to improve the sustainability of our City within a compact metropolis.

- 3.1.1 A range of housing choices for all household types and age groups.
- 3.1.2 Ensure adequate provision of housing for older people and people with individual needs.
- 3.1.3 New housing is located in areas where housing densities are appropriate to the infrastructure and services and where quality living amenity for residents is ensured.

The new Willoughby Local Environmental Plan 2012 is a comprehensive planning guide for development across the City. The WLEP has been completed following extensive consultation and liaison with the NSW Department of Planning and aims to enable job creation as well as the development of new dwellings. It replaces the Willoughby Local Environmental Plan of 1995. Work on the draft commenced in 2006. The new Willoughby Local Environmental Plan (WLEP) will enable the creation of 16 000 new jobs as well as the provision of 6 800 new dwellings by 2031 as required by the NSW State Government. Provision for affordable housing has also been made.

*Willoughby LGA has approximately 70,000 residents.
Approximately 23,000 were born overseas*

Early 2010 saw extensive consultation with business and community as well as other levels of Government. The period 2010 to 2011 however has seen us complete the engagement process and the findings summarised and reported to Council. (Approximately 1,000 submissions were received). We continued work with the Dept of Planning and Infrastructure regarding content of the new WLEP to retain local provisions. Re-exhibition of the draft WLEP2012 occurred in May/June 2012 and submissions were under review at the time this report was being compiled. The WLEP review is ongoing and complex and Council remains reliant on State Government as the key partner in the process responsible for gazetting the final plan.

Following completion of the WLEP process formal adoption and implementation of associated plans and policies will follow including the Willoughby Structure Plan; Chatswood City Centre Vision and the Willoughby Development Control Plan (WDCP).

The draft amendments to the Willoughby Development Control Plan related to commercial and shop top development in the City, Preservation of Trees and Vegetation, landscaping and other minor amendments. Changes to the WDCP have been revised to provide consistency with the Draft WLEP 2012. The amendments included:

- Minor amendments to the format of the WDCP and amendments to conform to the terms, including definitions of the NSW Department of Planning Standard Instrument LEP

provisions and Draft Willoughby Local Environmental Plan 2009 (WLEP 2009.) This includes amendments to references to Willoughby Local Environmental Plan 1995 and Sydney Regional Environmental Plan No. 5 (Chatswood Town Centre) to the appropriate references under Draft WLEP 2009.

- Amendment of Part C9 – Landscaping by relocating the landscaping provisions for dwelling houses, residential flat buildings, commercial and industrial development from Part C into Part D, E and I respectively.
- Relocating and amending the Tree and Bushland Preservation Order (TPO) as a new Section C9 Preservation of Trees and Vegetation, including definitions to be consistent with the NSW Standard Instrument draft LEP and Draft WLEP 2009.
- The addition of a new section C16 Awnings, Public Road Encroachment and Use of Public Footways.
- Amendment of Section D and E with a new Section E – Specific Controls for Commercial and Shop Top development. This includes amalgamation of controls for Commercial and Shop top development, additional specific clauses for certain commercial centres including Chatswood CBD and character descriptions for each local and neighbourhood centre in the City.

The Willoughby Structure Plan consisting of conceptual maps and statements is a holistic, land use view of the City, identifying major features, broad issues, constraints and opportunities. It outlines the strategic context of the new WLEP 2012 for the identified key issues of housing, economic growth centres, environment, transport and sustainable development. The major issues for Willoughby which impact on the City and land use planning are climate change/global warming, sustainable housing, business and urban systems (eg. public infrastructure and transport), services for the aging population and the changing structure of households and demographics. The Structure Plan is now completed and provides Council with a highly valuable, strategic planning tool that considers future needs of an evolving community.

Ongoing service delivery in the area of Homes included representations made to State Government on planning issues impacting on Willoughby, assessments of development applications, regular monitoring of the application process improving access to information, acting as an expert witness in Local and Environmental Court proceedings, and assessment of building and construction certificates.

In order to support consistency and accuracy during the development application assessment process, Council introduced peer reviews to ensure appropriate checks and balances are in place during the assessment process along with introducing the online tracking of DA's. A review of related checklists and processes in determining DAs has resulted in improved efficiency which is passed onto the customer. Customers with "not notified" DA's for example now experience a faster turn around time. Council continues to monitor processes and procedures to improve customer service and ensure compliance.

3.2 Neighbourhood Character and Heritage Conservation

Our Goal: To value and enhance Willoughby's neighbourhood characteristics and heritage through quality design and construction that respects heritage values and allows change and adaptation to reflect modern living.

Overview of Outcomes

- 3.2.1 The heritage of Willoughby is identified and protected.
- 3.2.2 Aboriginal heritage is acknowledged and respected.
- 3.2.3 Neighbourhood character and natural heritage is maintained and enhanced.

In the area of heritage protection and conservation promotion was ongoing. Council's Heritage register update continued, and heritage advice was provided as needed. Heritage controls have been included in the draft Willoughby Local Environmental Plan 2012. In addition, Council in partnership with the NSW Heritage Office commenced the review of its Heritage Items. The review is progressing and involves stakeholder engagement in the overall objective of identifying and protecting the cultural heritage of the area. The creation of conservation areas means that the special character of particular parts of the city is retained for present enjoyment and future generations.

Council has employed a heritage architect and planner. Over 200 heritage items and 12 conservation areas (with over 4,000 properties) are currently protected in the WLEP 2012 and WDCP heritage design controls. This is to achieve an outcome of protecting the heritage integrity of the items and areas whilst allowing sensitive new development and re-use of property. Council does not charge DA fees for heritage item DA's. We also provide free pre DA meetings and general advice from our heritage architect.

Constructed in 1933 by Walter Burley Griffin and his partner Eric Nicholls, the impressive sandstone and concrete Willoughby Incinerator is an exceptionally designed and unique industrial building. The heritage listed Incinerator was affected by severe concrete reinforcement corrosion. Works were undertaken to stabilise and restore the building and make it an accessible community facility for current and future generations. Extensive restoration works were undertaken on the Willoughby Incinerator, repairing the badly corroding concrete cancer and securing the building. Restoration works kept the building as close as possible to the original design restoring and replicating the design and ornate features. The restoration of the incinerator has provided Willoughby with a unique public amenity that not only satisfies a demand in the local community but provides an opportunity to make a significant heritage item accessible to all. The building has been converted into a café, artist studio and art exhibition space making the building more usable and accessible to the public and reopened in April 2011 with the commencement of public art exhibitions in the Art Space. Expressions of Interest for the artist studio and café space were invited from April 2011. The five year project cost \$4.5 million and was supported by a \$450,000 grant from the Federal Government. The Heritage Branch of the NSW Department of Planning also provided a \$50,000 grant.

The Aboriginal Heritage Office (AHO) continued its work monitoring local Aboriginal Sites on a day to day basis. Long term management reports were also developed to ensure their preservation and protection. Another key role of the Aboriginal Heritage Office is to give the Aboriginal people and non-aboriginal people an avenue of approach to discuss concerns in regards to heritage and indigenous community matters. The Office provided ongoing communication with schools and other groups providing children a better understanding of the unique culture of the Aboriginal people. Between 2008 and 2012 the office was responsible for managing 160 sites in the Willoughby LGA alone.

The AHO manages over 1000 sites of Aboriginal culture and heritage in the areas of Sydney known as North Sydney, Lane Cove, Willoughby, Manly, Warringah, Ku-ring-gai, Pittwater and Ryde

Our library services offered local studies and heritage information. The Local Studies 'Hats in History' exhibition was a highlight (Chatswood Library on The Concourse). The Image Library was renamed Picture Willoughby and became accessible via the National Library of Australia. 30 Walter Burley Griffin blue prints were forwarded on paper to Preservation Australia as part of the Library Development Grant 2010/2011 and we saw the launch of plaques to commemorate George Brain and the Free Library Movement. The Library was also a key driver of the Heritage Festival.

The Heritage Festival 2011 was a particular highlight as it incorporated the opening of the restored Willoughby Incinerator. The festival, now over 30 years old, is conducted in partnership with community groups and organisations. Examples from that year include "Stories of the Changing Nature of Businesses and the People Who Own them" (An Artarmon Progress Association and Artarmon Shopping Precinct event) this event discussed the history of the local shopping precinct and how it has changed in character overtime. It also offered an insight to local businesses in the area and the suburb itself; "Tales of Flat Rock Creek" (Willoughby District Historical Society) an exhibition that showcased the history of industries and commercial activities along Flat Rock Creek between South Willoughby and Naremburn as seen through the eyes of locals. Reviews undertaken of the festival in recent years have achieved excellent results with community and stakeholders regularly rating the event a success

The Heritage Awards is a biennial event held as part of the National Trust Heritage Festival. The Awards aim to recognise and promote good design solutions that ensure the significant heritage character of the Willoughby Local Government Area is maintained and enhanced. The award is open to any built work completed in the five years leading up to the awards and entries were received in the categories of restoration, infill and alterations and additions. 14 local residences have been acknowledged by the current Council.

3.3 Gaps and Challenges – Strategic Direction 3

A major review of the Environmental Planning and Assessment Act (1979) is underway and it is anticipated that 2013 will see changes to how Council does business in the areas of environmental planning, building and development. This will have significant impact on staff and customers as new legislative requirements and related processes are rolled out.

Future strategic work will include reviewing the economic viability of Councils planning controls, precinct planning for areas rezoned with the new WLEP 2012 and broadening Council's affordable housing program.

4.0 TRANSPORT, MOBILITY AND INFRASTRUCTURE

Major Achievements 2008 to 2012

- The Loop Shuttle Service
- Assets Strategy & Planning
- Active Transport Program
- Street Cleansing Program
- Willoughby Bike Plan
- Waste Depot
- Council Depot

4.1 Transport & Mobility

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

Overview of Outcomes

- 4.1.1 Increased use of active and alternative transport.
- 4.1.2 Increased use of public transport.
- 4.1.3 Transport management balances our necessary private vehicle trips with alternative, more sustainable transport.

Willoughby is working to increase the modal share of cycling in the City in order to promote community health and reduce the impact of private motor vehicles. The Willoughby Bike Plan project commenced in 2006. The current Council has been responsible for its ongoing delivery, implementation and most recently its review. (The Draft Plan 2012 went on public exhibition in June 2012 and has since been adopted).

To date 30 per cent of the proposed bike routes in the Bike Plan have been implemented. This equates to more than 10km of new on and off road bike routes. Parking facilities for more than 150 bicycles including lockers and bike racks have been added at end trip locations. In the last 12 months, Willoughby has completed several new bike routes and undertaken works at cycling accident black-spots to improve safety. Council has also distributed over 15,000 copies of the Northern Sydney Cycling Map and run bicycle maintenance workshops, cycling skills workshops and numerous cycling promotional events. Most recent cycling data obtained for 2011/12 shows that cyclist numbers on key routes has doubled in the last 12 months. Studies suggest that while cycling numbers are increasing they are most likely commuter cyclists as opposed to the "average" person.

Council has a Bicycle Consultative Committee and is part of the Regional North Shore Bicycle and Pedestrian Committee. Council annually runs a range of activities for NSW Bike Week and hosts an annual breakfast for Ride to Work Day. Cycling skills and bike maintenance workshops are run on a regular basis. Council has developed a comprehensive bicycle map which is now the regional map for Northern Sydney.

The Missing Links Footpath Program is an ongoing program that increases the footpath network across the city. Improvements have focused on pedestrian safety with safety fences constructed in high traffic areas in St Leonards, Artarmon and Chatswood. These locations were identified as high risk areas for pedestrians by Council's traffic management team. The works, a progressive increase on the previous year, have improved pedestrian access, reduced incidents due to poor conditions and beautified streetscapes within residential and commercial areas. Forward planning and budgeting of this program is carried out in a number of ways including the annual missing links program, customer requests and black spots identified

by the footpath maintenance team. Willoughby Council's customer satisfaction survey has recorded community satisfaction with the provision of footpaths and with council attending to requests in a timely and efficient manner. Liaising between sections of the council such as staff from the works, open space, bushland, environmental and development work together to ensure positive results are achieved at all times.

2008 to 2012 saw Council completing more than 1.2 kilometres of new and upgraded footpaths.

Council actively promotes walking in the area by supporting walking volunteers, distributing regional walking maps, promoting Walk to Work Day and offering a guided bushwalks program. In 2008 Council installed walking signs throughout the LGA highlighting walking links and laneways and developed a comprehensive walking map for the LGA in 2009.

Willoughby provides two free bus services for the community. The services aim to encourage the use of public transport and reduce car usage, enhance the viability of the Artarmon business precinct and provide residents with free transport around the City. The Artarmon Loop provides a frequent and free transport service from St Leonards Train Station throughout the Artarmon industrial area. Following the success of the Artarmon Loop, council introduced The Loop in 2010 which provides separate shuttle routes from outlying areas of the city poorly serviced by public transport.

Other initiatives have included Council Cab which regularly attracts around 2,000 users per quarter, still very successful, and Carshare Pods (GoGet).

Transport Access Guides (TAGs) have been developed for the following Council facilities:

- Northbridge shopping precinct
- Chatswood shopping centre
- Artarmon Reserve
- Willoughby Park Centre
- Willoughby Leisure Centre

Council also developed a TAG for Mowbray Primary School as part of the sustainable travel initiatives at the school.

Council contacts schools on an annual basis and offers assistance with a range of sustainable transport activities. We have been working closely with Mowbray Public School for the last 3 years running a Sustainable Travel competition and Walk to School Day breakfasts. Council runs the Willoughby Environmental and Sustainability Education Network with local schools which sustainable transport programs are part of. Council encourages participation in Ride to School day each year and participation in the Bicycle NSW Ride to School program.

Council encourages its own staff to travel sustainably. Some positions are offered with public transport passes and staff may be eligible for the bicycle purchasing scheme. Council has a staff bike fleet of 4 bikes available for workplace related travel and a car pooling register on the staff intranet. We have also been working recently to reduce the fuel consumption and emissions of our own vehicle fleet.

4.2 Infrastructure

Our Goal To provide sustainable physical infrastructure that enhances the public domain, improves the amenity, safety and health of the City and meets the needs of the community.

Overview of Outcomes

4.2.1 Efficiently operated and managed infrastructure assets.

4.2.2 Sustainable provision and use of infrastructure.

4.2.3 Minimal urban runoff into waterways.

During the period 2008 to 2012 Council maintained an excellent record of completing works programs to schedule. Our roads, footpaths, kerbs and gutters, buildings, drainage and rubbish collection averaged 100% compliance at the end of June each year. The kerb and gutters program has reduced localised flooding with significant improvements made to the stormwater system and nature strips.

Council continued to implement its works program offering infrastructure improvement within agreed budgets and timeframes. We are currently assessing some back log programs which will need to be progressed in 2012/2013. Which programs are given priority will be partly determined through our community engagement. The 2011/2012 works program was completed to target.

Council runs a recurrent servicing program in order to keep Council owned buildings safe and clean. Our building inspection and rating system is being developed and assessed. Regular meetings between Infrastructure Services and our Sustainability team were regularly held to discuss options for possible energy and water upgrade works across all of our facilities.

The 2008 to 2012 road maintenance program has seen more than 140, 000 square metres of road pavement maintenance works undertaken over the last four years. The upgraded sections were identified through local knowledge, repetitive failures, and carrying out investigations. Significant improvements were achieved in major roads including several in and around the Chatswood CBD.

As part of maintaining a clean and healthy City, Council's Street Cleansing section provides a cleansing service 365 days of the year. Part of this service requires the emptying of 320 litter bins on a daily basis and 140 litter bins on a twice weekly basis. In addition Council's Road Sweeper will sweep the gutters along our major roads every week and along the majority of our residential roads every 2 weeks. The collection and appropriate disposal of all this litter and waste helps keep our streets, shopping centres and waterways clean and healthy for the residents and visitors of Willoughby.

A major highlight was the completion of our Asset Management Policy, Asset Management Improvement Strategy and related plans. The aim of the project has been to establish a framework and action to achieve strategic, ongoing improvement of asset management practices throughout the organisation for the vast pool of assets under the care and control of Council – a total asset portfolio with a replacement cost of at least \$599.5M (as at 30 June 2011).

The cultural shift that occurred during 2010 together with the policies and strategies adopted as part of the asset management framework have provided Willoughby Council with a very solid foundation for advancing asset management within the organisation. Nine first draft asset management plans were completed and presented to Council for approval. The long term financial planning that was undertaken as part of the project links future expenditure to asset degradation and predicts the level of service and backlog that would result from certain budget scenarios. The funds required to bring assets to an "acceptable" level of service have been identified in this way and funding scenarios were fed into Council's long term financial plan, ensuring compliance with the Integrated Planning and Reporting Framework.

A Working Group was formed which is keeping all future system users informed and engaged in the implementation process. Integration with Council's electronic document management system is currently being scoped, and this represents the final major integration with Council's corporate systems. The next stage will be extensive community engagement which will revisit the community's acceptable and desired levels of service.

Two significant depot sites were completed during the Council term. The Artarmon Waste Depot was delivered in March 2011. The Mclachlan Avenue site was redeveloped to provide a purpose built waste services depot for Council's incumbent contractors, ensuring that waste service operations remained within the LGA. The development incorporates a facility that treats and reuses water for garbage truck washing.

The Willoughby City Council Depot was completed in January 2009 and incorporates a purpose-built Council Depot and nineteen industrial units over two levels, which Council leases to commercial organisations. All industrial units are leased or under offer providing Council with a return on its investment and a recurrent income stream.

4.3 Gaps and Challenges – Strategic Direction 4

Council will need to ensure appropriate funding levels to maintain and enhance infrastructure into the future. The Long Term Financial Plan identifies the need to carefully consider funding options and the opportunity for business service reviews.

While the development of the Asset Improvement Management Strategy and associated Asset Plans has been a success, focus must now turn to ongoing implementation. This may involve some shifts in the way we currently do business and will require integration across the Divisions effectively incorporating strategies with practice. Record keeping and financial data will require updated systems and processes. Staff development and communication with the community regarding more formal approaches to asset management is also required.

While the trends in public and active transport use are mostly positive the number of car trips in the LGA is increasing with a corresponding increase in traffic congestion levels. We are seeing an additional 8,000 car driver trips across the LGA daily than we did in 2007 (NSW Transport & Infrastructure data) and an additional 12,000 car passenger trips. Data suggests that people are increasingly "serving passengers" for example driving children to school, and sporting activities. On the positive side we are seeing 1,000 more train trips daily and 8,000 more walking trips. Bike plan research indicates that improved perception of the risks of cycling are required if Council is to encourage the average person (as opposed to commuters) to ride bikes locally for recreation, shopping, school journeys and so on.

The CBD of Chatswood is expanding and with this comes significant traffic management impacts. In addition Council will need to consider localised public transport options and the possible expansion of services like "The Loop" to accommodate demand. An integrated approach to Chatswood CBD addressing all key elements is required (transport, planning, tourism etc) as is a regional approach to the development and maintenance of critical infrastructure. (Please also refer to 5.0 Gaps and Challenges).

5.0 ECONOMIC ACTIVITY

Major Achievements 2008 to 2012

- Better Business Partnership
- Chatswood CBD Vision and Strategy
- Business Engagement Program
- Artarmon Loop

5.1 Local Business & Industry

Our Goal To promote the City's position as a preferred location for a range of business and industry that is responsible and responsive to the local community and the environment.

Overview of Outcomes

- 5.1.1 Prosperous business and industry precincts that attract customers and support jobs.
- 5.1.2 Diverse retail and business activities are maintained.
- 5.1.3 Business centres throughout Willoughby maintain a high aesthetic standard and quality of architecture.
- 5.1.4 Local business and industrial areas are easily accessible to community and workers.
- 5.1.5 Local employment that meets the needs of the changing economy and environment.
- 5.1.6 Local business and industry implement sustainability practices.
- 5.1.7 Integrity of local industrial areas is maintained.
- 5.1.8 Regional business initiatives are established and retained.
- 5.1.9 Local businesses are actively engaged with the community.

The 2008 to 2012 Council has taken steps to improve the economic viability of business in the City, thereby providing employment and commercial opportunities. Efforts have not only focused on the core Chatswood CBD but have also included the industrial areas and strip shopping precincts. The new WLEP2012 contains provisions for maintaining the integrity of local industrial areas in with appropriate land uses. It also supports local business centres with adjacent medium density housing areas.

Completed in 2009 the Gibbes Street Council Depot site has provided modern and functional accommodation for staff and equipment and is also supporting the local industrial economy with the leasing of the attached industrial units. The building also has a raft of sustainability measures that are considered state of the art in terms of industrial buildings.

In early 2011 Council initiated a dedicated Business Engagement Program. This involved creation of a new "Business in Willoughby" page on our website and the "Growing Your Business" brochure for small to medium businesses. Council contacted 11,149 businesses by mail and email in 2011 using data obtained via the Australian Business Registry (ABR) to survey them regarding their needs and the role of Council in facilitating to local business outcomes. One of the initiatives that resulted from the survey was the request from home businesses to establish opportunities for networking. To date four network events have been held with industry experts presenting to the group on subjects nominated by participants. Council was also represented at a Cantonese Business Seminar held in December 2011. Information about Council's business resources and procedures was presented to local Cantonese speaking business owners in Cantonese and English.

The St Leonards CBD (Proposition 2067) in 2011 was an Architectural Proposition to explore the potential of a major site within the St Leonards City Centre. The proposition attracted entries from leading and emerging architects from across Australia. Run in conjunction with Architecture Review Australia, the competition asked entrants to design a mixed use development for an underutilised site currently a car service site and Council land. The proposition attracted 26 entries and has promoted and supported the planning process for creating a quality urban outcome for the St Leonards Centre. The proposition has also enabled further discourse and debate surrounding new forms of urban development in Australia and has centred Willoughby as the topic of conversation for the subject.

The Better Business Partnership (BBP) is a program to assist small to medium sized businesses across North Sydney, Willoughby and Ku-ring-gai Council areas, on Sydney's North Shore, to become more sustainable. BBP has developed an electronic business appraisal tool and accreditation system. Partnered with regional marketing, an interactive website and consumer awareness campaign, the program promotes sustainable achievements within businesses in the area. Registered members receive access to a free BBP Appraisal of their business operations, benchmarking their level of performance in seven key areas of sustainability, including, energy water and waste as well as community and staff initiatives, transport and purchasing. The appraisal tool then generates an action plan that identifies areas of opportunities and relevant behavioural, technological and support suggestions.

BBP has assisted access to more than \$88,000 in funding for implementation of energy savings, through NSW Office of Environment and Heritage's Energy Efficiency for Small Business Program and Community Savers Grant. Actual greenhouse gas emissions saved through energy efficiency equal 417 annual tonnes of CO₂-e savings. Working closely with the businesses, the team has provided support to implement our specific, relevant recommendations. BBP has facilitated access by 130 members to the NSW Governments Energy Efficiency for Small Business Program. (See also Section 2.2).

Better Business Partnership has meaningfully engaged 306 businesses and more than 150 have been reaccredited in 2012

The Artarmon and "Loop" shuttle service (See also Section 4.1) cater for future employment growth and has reduced the demand for parking in the area. Patronage numbers have grown from 1000 per week when the service commenced in 2009 to 5000 per week in 2012. The Loop transports people to and from commercial hubs at Artarmon, Northbridge and Chatswood to Council's main community facilities and libraries. Following a review of The Loop conducted by consultants in 2011 and a workshop with Councillors, a report was presented to Council in May 2012. Interim changes will be introduced in August 2012 and further research conducted to determine the future of the service.

5.2 Central Business Districts

Our Goal To have accessible, prosperous, safe, convenient and attractive Central Business Districts providing a desirable range and quality of services.

- 5.2.1 Chatswood is a major corporate and retail destination.
- 5.2.2 St Leonard's is a specialised employment centre for health and education.
- 5.2.3 Our CBDs are attractive and safe with a high standard of sustainable urban design.
- 5.2.4 Our CBDs are supported by provision of utilities, public transport, road upgrades, open space infrastructure and pedestrian linkages.

Chatswood CBD has undertaken a transformation with the redevelopment of key sites such as The Concourse, Chatswood Transport Interchange, 'Eat Street', Chatswood Chase together with the Chatswood Mall combining to change the face and lift the amenity of the CBD. In addition to providing a high quality of architecture and urban design these changes have generated a new interest in the CBD with dining and entertainment, greater access to public transport and a safer and more pleasant pedestrian environment. The new Chatswood CBD is attractive to residents and workers alike and is generating new interest for visitors, all of which is a positive step in the economic development of the area.

In February 2010 Council refurbished the heavily used Chatswood Mall pedestrian strip, creating a more open and accessible public promenade and destination. Construction of the mall was completed with a rolling schedule which allowed work to be undertaken whilst minimising the impact on the activities of the people passing through the Mall each day and allowing all shops to remain open during construction. The Mall now provides a new modern space incorporating public meeting places, entertainment areas and lighting. Zoning conditions have also been amended to encourage restaurants to be incorporated into the strip. The project was funded by Council at a cost of \$4.5M.

The Chatswood Mall redevelopment has improved the CBD experience for the over 35,000 people passing through the Mall daily

Council has lead and showcased sustainability initiatives by incorporating them in all developments undertaken. Examples include the Water Sensitive Urban Design in the Mall, the water re-use tank under Ferguson Lane, the Solar Farm on the Westfield Car Park or Council Depot and the Sustainable Hub Building in Devonshire Street. These initiatives combined with our sustainability educational and advisory programs provide a real resource for residents, commercial landowners and businesses.

The Chatswood CBD Vision and Strategy and the new WLEP 2012 include provisions for business zones and industrial zones, including floor space bonus incentives for lot consolidation in industrial areas and the Chatswood CBD. New Willoughby Development Control Plan (WDCP) design and improvement controls are also in place providing for the City's business centres. The development of the Civic Place site (The Concourse) has also seen a new kind of vibrancy introduced to the heart of Chatswood including open space, and an urban screen and restaurants.

Chatswood CBD Flood Mitigation and Water Reuse Scheme; Council has completed the Chatswood flood mitigation works alongside the construction of The Concourse. The water tank captures the excess run off from the 20 ha Chatswood CBD catchment. The tank is one of the first of its kind in Australia to reuse storm water for both potable and air conditioning purposes. Stormwater will be treated and reused throughout The Concourse building for grey purposes and air conditioning. The total cost of the project was \$10M. Financial assistance for the project was provided by the NSW Department of Climate Change and Water, and the Federal Government under its Water Smart Program

The Chatswood CBD traffic study builds on the 2008 Chatswood CBD micro-simulation Traffic Study and was finalised in 2011. The study aims to develop works and modifications to the road infrastructure in, and surrounding, the Chatswood CBD to ensure the CBD operates as efficiently as possible. Outcomes of the strategy will be improved access to the CBD centre for buses, improved pedestrian safety and amenity, and the development of bypass routes for traffic that does not need to pass through the CBD. The study has taken potential future development and population growth over the next five to ten years into account.

Parking management across Willoughby continued with specific monitoring of parking occupancy within the Chatswood CBD and The Concourse ongoing. This included monitoring of actual occupancy rates and parking meter uptime. An analysis of night time parking is underway with a report to Council's Traffic Committee due in February of 2012. The report will investigate and make recommendations regarding the turn over rates of parking spots around the Chatswood CBD to ensure improved equity of access in key locations. Council's paid parking is reviewed continually and Council officers are also closely monitoring the misuse of Disability Parking permits across the LGA. A broader parking review across the LGA is continuing to better understand the increasing demands on limited parking.

Impoundment of abandoned shopping trolleys has ceased due to successful commissioning of Carttronics shopping trolley containment systems in Chatswood. This has resulted in fewer complaints received by Council from residents and business owners. The situation continues to be monitored to ensure the system works effectively over time.

5.3 Tourism, Marketing and Investment

Our Goal: Willoughby City is a destination for retail, investment, corporate, visual and performing arts opportunities.

Overview of Outcomes

- 5.3.1 Willoughby is a City where people and organisations want to visit, work, live, and invest.
- 5.3.2 Willoughby is a place of economic development, commerce and employment in the Region.
- 5.3.3 The performing and visual arts are fostered and supported across Willoughby City.
- 5.3.4 Willoughby is home to creative and innovative business and industry.
- 5.3.5 The Concourse is a complete facility for the arts, learning, and business.

Brand Chatswood; In 2011 Council oversaw the development of a specific marketing strategy to attract tourism and business. While results of the strategy can be better measured in the next 18 months as it is fully implemented, initial indications show an increased regional knowledge of Chatswood in particular. The Concourse has also attracted broad media attention. The venue has acquired the attention of national and international artists (including the English National Ballet) which in turn has generated significant interest in the Willoughby area, Chatswood in particular.

The development of Brand Chatswood and the creation of the "It all starts at Chatswood" campaign involved the collaboration and coordination of local businesses which saw a unified Chatswood marketing program. Its aim was to reposition Chatswood as a complete destination with food, shopping and entertainment. Again, early indications suggest increased business for restaurants in the CBD particularly restaurants located in the close vicinity of The Concourse. Increased business has also been reported in local hotels and increased brand awareness of these hotels, particularly within the targeted areas across regional NSW. The exercise increased Council's positive engagement with Chatswood businesses, and has seen the commencement of a communication stream between Council and Chatswood businesses about marketing Chatswood. Ongoing monitoring of social media sites has seen an increase in people talking about Chatswood for all the right reasons. (The new website www.visit chatswood.com.au is growing and received close to 3,000 visitors in the first eight weeks since its launch). The Urban Screen commenced operating (due for official launch at the time of the report being written) and will add another dimension to Chatswood.

5.4 Gaps and Challenges – Strategic Direction 5

The changing face of the Chatswood CBD will not come without its own challenges. This includes supporting local retail and other business to create a modern look and feel in the area.

Traffic congestion in and around the Chatswood CBD has been an ongoing concern for Council. Strategies are in place to improve traffic flow. Parking management is another challenge with Council looking at how to best manage the needs of people choosing to drive while continuing to actively promote the use of public transport in and around the CBD. Council undertook a Chatswood CBD Traffic Study to assist and strategies are revisited regularly in light of an expanding CBD.

Council needs to develop an integrated plan for the Chatswood CBD linking the land use, tourism, urban design, transport, parking, open space, entertainment and security. An Integrated Chatswood Strategy will draw together the pieces of the “jigsaw” with a funding and infrastructure program incorporated in the Delivery Program for future Council terms.

6.0 CIVIC LEADERSHIP

Major Achievements 2008 to 2012

- Business continuity planning
- New websites
- Broader online community engagement
- Improved customer service processes
- IT mobile solutions
- Integrated Planning – Group One
- Staff health & wellbeing programs initiated
- Marketing and tourism campaigns

6.1 Open Government

Our Goal: To ensure transparency and ethical practices in everything that we do, including implementation of policy and decision making across all of Council's activities.

Overview of Outcomes

6.1.1 A Council that is open and honest and represents its constituents.

6.1.2 A community that is confident in Council's decision making process.

Willoughby has taken major steps over the past four years to promote transparency of decision making and ensure the community is actively engaged. In 2011 Willoughby assisted the Independent Commission Against Corruption (ICAC) with an investigation into a member of staff. As a result of the public hearing, Willoughby Council had to manage the impact the investigation had on its reputation, rebuild and strengthen staff moral and reassess existing policies and processes to ensure adequate checks and balances were put in place to prevent such behaviour from occurring in the future. Council continues to implement the recommendations made to us by ICAC which address staff supervision, cultural awareness training, processes and policies.

In March 2011 Council initiated & hosted a forum inviting NSW electoral candidates to discuss local issues. Council used the forum to promote community concerns and priorities in the areas of urban design, transport, heritage, cost shifting & the role of Chatswood as a regional centre amongst others. While the forum did not achieve a commitment to action it did provide Council and candidates with a forum to voice concerns and discuss potential ways forward. It also promoted Willoughby issues at the state level.

Willoughby Council is a Group One Council under the Integrated Planning and Reporting legislation. Willoughby achieved this status having produced a Community Strategic Plan (Willoughby City Strategy "Together Towards Tomorrow"), a four year Delivery Program and annual Operational Plan. These documents were written entirely in-house and adopted prior to June 2010. The last two years have focused on implementation of the model and has seen improved reporting on progress in achieving the outcomes identified in the community plan.

The first Delivery Program progress report (December 2010) was well received and provided a mixture of qualitative and quantitative feedback in line with the six key strategic directions as identified in our City Strategy. For some teams it was the first time that these key performance indicators were used to formally report to the community on achievements and this required a commitment from the officers in the timely collation and assessment of the data. A review of our report writing procedures was completed in 2010 to ensure all reports and Notices of Motion to Council indicate how they are relevant to the outcomes identified in the Willoughby City Strategy.

6.2 Community Engagement

Our Goal: To have a participatory community, actively involved in decision making and well educated in the services and activities available.

Overview of Outcomes

- 6.2.1 A community that is well informed of key Council policies and decisions.
- 6.2.2 A community that participates in the decision making process.
- 6.2.3 An engaged, participatory community with knowledge of local community services, activities and events.

In 2011 Willoughby City Council was the recipient of the A.R Bluett Award. The highly contested award is presented annually to the council that has made the greatest relative progress over the previous financial year. Judges awarded the accolade due to Willoughby's outstanding initiative, mature forward thinking and sound management in delivering a significant community asset to the City, while maintaining a strong focus on asset management, responsible community leadership and improving youth and community services across the City.

The majority of council's media releases receive coverage in local and online media. Council's social media has been further developed with more interactive content being provided. This has seen an increase in the public's interaction with Council's pages. Priority is still given however to Council's printed communication to ensure all members of the community have access to Council material.

Each year we aim to improve upon consultation techniques in order to better involve our community in the decision making process, improve knowledge of local activities and services, identify community needs and promote inclusiveness.

In 2011 Council adopted its Community Engagement Strategy which has resulted in improved internal processes and procedures for consultation. This strategy sets out the values or principles that we place on community engagement and how those values might translate into practical outcomes. The strategy aims to improve communication between Council and ratepayers and residents; improve representation of the needs of the community; increase involvement of particularly hard to reach people; develop a trusting partnership between Council and its stakeholders, provide statistically valid representation of the wider community and provide for more informed planning and decision making by Council.

One major outcome of the strategy was the establishment of an online community. Originally the Have Your Say community ran as a trial for a six month period during which Council actively recruited panel members many of whom had limited previous experience engaging with Council on non-service delivery issues. Panel members were asked to contribute to an online forum and participate in a series of online surveys. The outcome of the exercise was the recruitment of approximately 500 online panel members. The exercise widened our engagement "network" and planted the seed for on-going projects in the area of internet based consultation. It also improved response times with officers available online daily.

Between 2008 and 2012 thirteen eNewsletters were created allowing Council to communicate frequently with subscribers. eNewsletter topics range from Bushcare to Chatswood Business updates. This has in turn reduced postal costs and is considered a more sustainable way of doing business. The period also saw the development of new websites including the Zenith, Spring Festival, The Concourse and Visit Chatswood. The improved websites saw an increase in people using our online services.

16,207 people subscribe to Council's eNewsletters

Council's Willoughby City News is published quarterly. Success of the publication in reaching the broader community is difficult to measure as while circulation data is available readership levels are not. Council however regularly surveys people on how they prefer Council to communicate with them and where they hear about key activities and events. Council's overarching strategy does not prescribe any specific model of engagement. This is because community engagement activities vary in urgency and priority, resource allocation and objectives. It also acknowledges that Council must adhere to certain legislative requirements and Acts of Parliament which stipulate how and when engagement should occur. At all times these requirements must be fulfilled first and foremost. While key performance indicators 2008 to 2012 around these requirements were routinely met, the community has expressed a desire to see Council improve how it consults. (Community Satisfaction Survey 2012).

6.3 Business Efficiency & Service Delivery

Our Goal: To maintain our position as a robust, sustainable Council providing strong financial management and a high quality of service delivery.

Overview of Outcomes

- 6.3.1 Council maintains a strong and sustainable financial position.
- 6.3.2 Financial management is transparent.
- 6.3.3 Council services are delivered to a high quality standard and are responsive to community needs.
- 6.3.4 Council has an appropriately trained, skilled and supported work force.
- 6.3.5 Council works with state and regional organisations to improve service delivery and address regional issues.

An Enterprise Risk Management Framework was developed and implementation was commenced with the adoption of the Risk Management Policy, Risk Management Plan and Strategic Risk Register.

Council completed and reviewed four major corporate plans that address risk these being our Business Continuity, Pandemic Management, Disaster Recovery Plans (IT) and a Climate Change Risk Assessment. Each plan provides Council with strategies for dealing with the impact of unforeseen disasters or crisis. It ensures that Council is well placed to continue its operations with minimal negative impact on staff and community.

73.6% of residents surveyed said they were either satisfied or very satisfied with Council's overall performance.

– Community Satisfaction Survey 2012

The Business Continuity Plan is a comprehensive document which builds upon our organisational capabilities to support critical business activities in the face of uncertainty or disruption. It provides us with the appropriate structures and protocols to enable minimisation of disruption to business. In doing so it identifies the technical infrastructure, facilities, responsibilities and processes required to assist us in an emergency. The Disaster Recovery Plan (IT) establishes procedures so that communications can be quickly re-established while activating any form of disaster recovery. It also identifies areas of risk to help us mitigate these risks. The Pandemic Management Plan aims to provide a detailed guide for our response and preparedness to a pandemic Influenza threat. It also aims to reduce the impact of any pandemic on our staff, identify consequences of such an occurrence and to facilitate the effective management of critical business activities in the event of an outbreak.

The Climate Change Risk Assessment addressed potential risks for Council associated with climate change. Risks were categorised and rated in terms of potential impact. The likelihood of each scenario was also identified and consequences of these occurring allocated a rating e.g. high or low risk. Council also developed a Strategic Risk Register to identify and evaluate inherent residual risks and monitor areas of risk across the organisation.

Significant progress was achieved 2008 to 2012 in the area of online services with key documents and forms available 24/7 improving access and reducing face to face customer visitations to our Help & Service centre. The DA enquiry system in particular has enabled customers to readily view information & plans online. Application forms and checklists were reviewed to be more user friendly. This is an ongoing process which has resulted in reduced confusion and frustration for customers using Council services (qualitative feedback to Help & Service). Training and training reviews have been carried out since 2008 resulting in better informed staff. Council will continue to monitor feedback from customers in regards to poor customer service if and when it is reported to ensure the appropriate measures are in place to limit negative experiences.

Did you know Council's compliance team processed 3,465 customer service requests in 2011/2012 alone?

The introduction of Dataworks provided improved integration of Council documents and record management. The system has since been upgraded (ECM) and outcomes have included better compliance with our statutory obligations as well as improving customer service and response time.

Council continues to further develop electronic document management systems and web based systems to improve the flow of information and responsiveness. In addition Council's corporate mailing address details are currently within 98.7% conformity with Australia Post data.

In 2009 Willoughby joined with 5 other North Shore Councils and introduced an internal audit function to provide an independent objective assurance and consulting activity designed to add value and improve Councils operations.

Council has consciously moved away from the traditional view that health and wellbeing is solely the responsibility of the individual and considers that an employer can and should have a role in improving the health and wellbeing of its workforce. Rather than restricting employee health to OHS interventions for injuries and illnesses, Council has taken a more holistic, proactive approach to the issue and sought to employ preventative measures rather than rehabilitative ones. As a result between 2008 and 2012 Council has introduced an array of health and wellbeing programs including work/life balance initiatives to assist employees in improving their personal health and wellbeing. Outcomes of the 2010 staff survey suggest a happier workforce that is motivated and less likely to take sick days or unexplained absences. 2008/2009 also saw the introduction of an online recruitment and selection system that has improved our overall recruitment process by enhancing accessibility for applicants and interview panellists.

Council gauged the satisfaction levels of employees through a non-compulsory staff survey. A total of 267 staff completed questionnaires (61% response rate) and of those who responded: 93.98% strongly agreed or somewhat agreed that Council is a great place to work. 86.90% strongly agreed or somewhat agreed that Council had a flexible and friendly work culture. The results of the survey are now being used to do some additional work in the areas of training and development, benchmarking of salaries and access to healthy lifestyle activities for employees.

Council has been trialling mobile technology including the Motion F5V rugged tablet PC and mobilising of our website to a smart phone friendly version. The tablets allow staff to be

able to access council systems while in the field (for example our open space and field staff). The advantage of this is that information is available to them in real time, cutting down on wasted time by having to return to the office to retrieve emails, Customer Service Requests or documents and other tasks. In addition Council has been taking significant steps towards making our use of corporate software more environmentally friendly by reducing power consumption for desktops. The computers at Council are now set to turn off the monitor and hard drive after 30 minutes. After an additional 30 minutes, that is 1 hour of total inactivity, our machines go into standby mode.

Compliance Officers continued to issue cautions & fines for breaches of Road Rules 2008 throughout the City of Willoughby. Officers are continuing with the 'safety over convenience' enforcement programme in school zones and are recognised industry leaders with enforcement action for misuse of Mobility Parking Scheme (MPS) Permits.

Council adopted its Resourcing Strategy components consisting of Asset Improvement Management Strategy, a Long Term Financial Plan and Workforce Plan. The past 12 months has seen considerable effort invested in the development of each component of the Strategy with staff undertaking extensive research, data analysis, and in-house consultation and planning. Willoughby has adopted nine of the ten asset management plans for our major asset classes. The Resourcing Strategy enables Council to better manage resources into the long term.

Regardless of the amount of rates paid, ratepayers, for the most part receive the same benefits from Council in the form of parks, bushland and recreation facilities, road construction and maintenance, footpaths, library services, community services, building control & town planning, conservation, environment and more.

While ratepayers owning properties subject to the minimum rate (primarily units) may not have the same capacity to pay rates and charges as the owner of say, a large block of land, the levying of rates is a matter of finding the balance between equity of service and ability to pay. In medium to larger strata developments, a two or three bedroom unit with perhaps 2-4 occupants pays considerably less rates than an average house with the same number of occupants yet has access to the same amount of services. In 2011 Council resolved to adjust the balance between ratepayers on minimum rates and ad valorem rates by increasing the minimums. This was achieved via a successful application to IPART.

6.4 Gaps & Challenges – Strategic Direction 6

The rate of change in technology impacts on how we do business. Council will need to effectively invest in and manage information technology resources. IT trends and devices (and the reflected demand) may be satisfying the personal users of mobile technology however from a corporate perspective this can be difficult to manage. Software, security and policy are all impacted upon. Social media has also continued to flourish as a communication tool and Council will need to ensure the right policies and practices are in place to allow for its use.

While Council is currently in a healthy financial position this is not sustainable. The Long Term Financial Plan indicates Council will need to attract additional income and/or undertake business service reviews in the near future to avoid an income deficit and negative impacts on community assets and infrastructure.

The Community Satisfaction Survey 2012 indicated that while the community were overall satisfied with Council's communications there was still an opportunity for us to improve how we consult with the community, particularly in relation to notifying of major decisions. In addition Council is actively seeking ways in which to engage the "silent" residents who don't actively and regularly communicate with us.

Effectively communicating with the various ethnic communities in the City poses its own challenges. Council officers have been undergoing compulsory Cultural Awareness training to assist this however communication is two way and “buy in” from community and business is also required.

An Independent Local Government Review Panel has been established as part of the NSW Government Destination 2036 initiative. Council will need to work with the panel to ensure that the needs of the Willoughby community and Council are well represented.



APPENDICES

APPENDIX TWO: END OF TERM RESULTS REPORT CARD (BY STRATEGIC DIRECTION)

Explanation of “traffic light” system

- Green** **Project** = Performance status on track in terms of deliverables, timeframes.
Usually indicates 90%+ of scheduled requirements completed.
Service = Targets for the KPIs have been met (90%+) or exceeded.
Satisfaction rating = High (4-5 Mean Score of 5)
- Amber** **Project** = Performance delayed but capable of getting back on track.
Usually indicates 75% to 89% of scheduled requirements completed.
Service = Targets for the KPIs were 75%-89% met.
Satisfaction rating = Medium (3-4 Mean Score of 5)
- Red** **Project** = Project is in danger of not finishing on time or may not be delivered.
Performance is normally rated as less than 75% of the scheduled requirements
for year to date.
Service = Targets for the KPIs Targets for the KPIs were not met (<75%).
Satisfaction rating = Low (1-2 Mean Score of 5)

Where no target has been assigned traffic lights have been used to indicate a major shift in trend.

Community & Cultural Life

Main Indicator: Community health and wellbeing indices – satisfaction with own health, amount of time spent on health and learning activities.

Subset Indicators:

- Access and inclusion of all aspects of community life – feeling part of the community
- Services and activities utilised by target groups
- Services and events
- Patronage numbers
- Utilisation vs. capacity
- Client demand, affordability (childcare, libraries, etc)
- Satisfaction and enjoyment indices
- Number of volunteers & involvement/attendance/activities
- Access to learning and creativity – participation in programs
- Variety of choices and access to activities healthy lifestyle, cultural and recreational

Data and Source	Target	Result	Comments	Status
Image Perceptions of Willoughby <i>Community Satisfaction Survey 2012</i>	(High) >80%	High	Level of agreement asked of the following statements "The Willoughby area is a great place for people like me" (87.8%) and "I am proud to say I am a resident of the Willoughby area" (86%).	●
Library services & facilities (level of satisfaction) <i>Community Satisfaction Survey 2012</i>	N/A	4.4	Mean score out of 5. Result indicates a "high" satisfaction level. Respondents have identified as users of the service type.	●
Cultural & arts facilities (level of satisfaction) <i>Community Satisfaction Survey 2012</i>	N/A	4.1	Mean score out of 5. Result indicates a "high" satisfaction level. Respondents have identified as users of the service type.	●
Childcare Services and/or facilities (level of satisfaction) <i>Community Satisfaction Survey 2012</i>	N/A	4.1	Mean score out of 5. Result indicates a "high" satisfaction level. Respondents have identified as users of the service type.	●
Sports and Recreation services and/or facilities (level of satisfaction) <i>Community Satisfaction Survey 2012</i>	N/A	4.0	Mean score out of 5. Result indicates a "high" satisfaction level. Respondents have identified as users of the service type.	●
Services & facilities for people with a disability & their carers (level of satisfaction) <i>Community Satisfaction Survey 2012</i>	N/A	4.0	Mean score out of 5. Result indicates a "high" satisfaction level. Respondents have identified as users of the service type.	●
Services & facilities for young people <i>Community Satisfaction Survey 2012</i>	N/A	3.7	Mean score out of 5. Result indicates a "medium" satisfaction level. Respondents have identified as users of the service.	●
Services & facilities for people from a culturally & linguistically diverse background <i>Community Satisfaction Survey 2012</i>	N/A	3.9	Mean score out of 5. Result indicates a "medium" satisfaction level. Respondents have identified as users of the service type.	●
Services & facilities for older people <i>Community Satisfaction Survey 2012</i>	N/A	3.8	Mean score out of 5. Result indicates a "medium" satisfaction level. Respondents have identified as users of the service type.	●

Data and Source	Target	Result		Comments	Status
Community Centres <i>Community Satisfaction Survey 2012</i>	N/A	3.8		Mean score out of 5. Result indicates a "medium" satisfaction level. Respondents have identified as users of the service type.	
Levels of Social Inclusiveness <i>Community Satisfaction Survey 2012</i>	High	Medium to High		Survey proposed 6 statements relating to social inclusiveness. Highest rating statement (4.5/5) was "It's a good thing for a society to be made up of people from different cultures". Lowest rating (2.8/5) "I am actively involved in community organisations such as sporting, social groups, rotary, school committees".	
Willoughby Leisure Centre Membership Levels <i>Internal quarterly reporting</i>	Increasing Trend	2008 1283	2012 1579	Quarterly figures. Based on same point in time (end June) 2008 and 2012. Nearly 20% increase.	
Library Users (Total) <i>Internal quarterly reporting</i>	N/A Trend	2008 143,423	2012 192,105	Quarterly figures. Based on same point in time (end June) 2008 and 2012. Previous 2012 quarter was at 204,600. Increasing patronage.	
MOSAIC – Total Number of Users <i>Internal quarterly reporting</i>	N/A Trend	2008 4439	2012 5,815	Quarterly figures. Based on same point in time (end June) 2008 and 2012. Numbers increasing. Facility at near maximum capacity.	
Youth Centre – Total Number of Users <i>Internal quarterly reporting</i>	N/A Trend	2008 6510	2012 5,297	Quarterly figures. Based on same point in time (end June) 2008 and 2012. While results show decrease attendance levels across the 4 year period indicate that shifts occur depending on program content. e.g July to Sep 2011 = 7,307 (Spring Festival Program).	
Family Day Care Percentage Used <i>Internal quarterly reporting</i>	N/A Trend	2008 95%	2012 83%	Based on same point in time (end June) 2008 and 2012.	
Long Day Care Percentage Used <i>Internal quarterly reporting</i>	N/A Trend	2008 96%	2012 97.5%	Based on same point in time (end June) 2008 and 2012.	
OOSH Services Percentage Used <i>Internal quarterly reporting</i>	N/A Trend	2008 84%	2012 95%	Based on same point in time (end June) 2008 and 2012.	
Vacation Care Percentage Used <i>Internal quarterly reporting</i>	N/A Trend	2008 100%	2012 94%	Based on same point in time (end June) 2008 and 2012.	







Natural Environment

Main Indicator: Greenhouse gas emissions/ carbon footprint

Subset Indicators:

- Natural environment health indices; increased biodiversity of fauna and flora
- Level of satisfaction with improvement of condition of waterways and bushland areas and/or workloads
- Level of satisfaction with conservation and maintenance of Willoughby's natural ecosystems and/or workloads
- Improved knowledge, awareness and sustainable practices within the community, by survey
- Waste reduction statistics

(Please refer to Appendix 2 for full sustainability result card)



Data and Source	Target	Result	Comments	Status
Household garbage collection (Satisfaction Levels)	High (>3.8)	4.4	Mean score out of 5. Result indicates a "high" satisfaction level.	
Household recycling	High (>3.8)	4.3	Mean score out of 5. Result indicates a "high" satisfaction level.	
Household green waste collection	High (>3.8)	4.3	Mean score out of 5. Result indicates a "high" satisfaction level.	
Bulk household waste	High (>3.8)	3.6	Mean score out of 5. Result indicates a "medium" satisfaction level.	
Promotion of environmental sustainability	High (>3.8)	3.6	Mean score out of 5. Result indicates a "medium" satisfaction level.	
Condition of waterways	High (>3.8)	3.5	Mean score out of 5. Result indicates a "medium" satisfaction level.	

Homes

Main Indicator: Cost of rental / housing affordability indices/ satisfaction with availability

Subset Indicators:

- Number of dwellings/dwelling types approved
- Workload indicators – number of activities to identify and protect the cultural heritage of Willoughby
- Level of satisfaction with natural heritage and aboriginal heritage is valued and acknowledged




Data and Source	Target	Result	Comments	Status
Heritage conservation and protection	N/A	3.6 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Aboriginal heritage protection & education (Satisfaction levels) <i>Community Satisfaction Survey 2012</i>	N/A	3.5 Mean score out of 5	Result indicates a “medium” satisfaction level.	

Transport Mobility & Infrastructure

Main Indicator: Level of satisfaction with transport, infrastructure, mobility and access to services.

Subset indicators:

1. Number of/ increased use of active and alternative transport, bicycle usage, sustainable transport/ public transport
2. Level of satisfaction with levels of service /efficiently operated and managed infrastructure assets
3. % of, minimal urban runoff into waterways
4. Infrastructure repair and maintenance indicators

Data and Source	Target	Result	Comments	Status
Parks (Satisfaction Levels) <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	4.0 Mean score out of 5	Result indicates a “high” satisfaction level.	
Bushland and nature reserves <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.8 Mean score out of 5	Result indicates a “medium to high” satisfaction level.	
Sporting & recreation facilities <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.8 Mean score out of 5	Result indicates a “medium to high” satisfaction level.	

Data and Source	Target	Result	Comments	Status
Local bridges <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.8 Mean score out of 5	Result indicates a “medium to high” satisfaction level.	
Community buildings <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.7 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Playgrounds & equipment <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.8 Mean score out of 5	Result indicates a “medium to high” satisfaction level.	
Local streetscapes <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.6 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Kerbs & gutter <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.6 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Local roads <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.5 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Footpaths <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.4 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Stormwater drainage systems <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.4 Mean score out of 5	Result indicates a “medium” satisfaction level.	
Public toilets <i>Community Satisfaction Survey 2012</i>	High satisfaction (> 3.8)	3.2 Mean score out of 5	Result indicates a “medium” satisfaction level.	

External Transport Indicators

All Data Sourced from NSW Government Transport & Infrastructure Transport Data Centre.






Mode of Travel – Vehicle (Per Weekday)	N/A Trend	2008		2010/2011		Declining Trend Driver
		Vehicle driver (trips)	123,000	Vehicle driver (trips)	131,000	
		Vehicle passenger (trips)	54,000	Vehicle passenger (trips)	66,000	Increasing Trend Passenger
		Vehicle driver	43%	Vehicle driver	41%	
		Vehicle passenger	19%	Vehicle passenger	21%	
Mode of Travel – Train (Per Weekday)	N/A Trend	2008		2010/2011		Increase of 1,000 per day
		Train	18,000	Train	19,000	
		Train	6%	Train	6%	
Mode of Travel – Bus (Per Weekday)	N/A Trend	2008		2010/2011		Decrease of 2,000 per day
		Bus	18,000	Bus	16,000	
		Bus	6%	Bus	5%	
Mode of Travel – Walking (Per Weekday)	N/A Trend	2008		2010/2011		Increase of 8,000 per day
		Walk only	68,000	Walk only	76,000	
		Walk only	23%	Walk only	24%	
Reasons for travel (Per Weekday)		2008		2012		Increasing passenger trips
		Commuter	17%	Commuter	14%	
		Work related business	5%	Work related business	5%	
		Education/childcare	8%	Education/childcare	7%	
		Shopping	17%	Shopping	16%	
		Personal business	9%	Personal business	9%	
		Social/recreation	25%	Social/recreation	27%	
		Serve passenger	16%	Serve passenger	19%	
Other	5%	Other	4%			

Economic Development

Main Indicator: Industry statistics - Business and industry precincts growth

Subset indicators:

1. The Concourse is a complete facility for the arts, learning, and business
2. Tourism and destination of choice indicators
3. Willoughby's economic development, commerce and employment in the region







Data and Source	Target	Result	Comments	Status
Image Perceptions of Willoughby <i>Community Satisfaction Survey 2012</i>	N/A	4.0 Mean score out of 5	Agreement level asked of the following statement "The Willoughby area is a great place to work and do business" Result indicates a "high" satisfaction level.	
Image Perceptions of Willoughby <i>Community Satisfaction Survey 2012</i>	N/A	4.1 Mean score out of 5	Agreement level asked of the following statement "The Willoughby area welcomes outsiders and visitors who do not live here" Result indicates a "high" satisfaction level.	
Encouraging growth/ business development (Satisfaction levels) <i>Community Satisfaction Survey 2012</i>	N/A	3.5 Mean score out 5	Result indicates a "medium" satisfaction level.	
Promotion of LGA to attract visitors (Satisfaction levels) <i>Community Satisfaction Survey 2012</i>	N/A	3.4 Mean score out of 5	Result indicates a "medium" satisfaction level.	
Food safety in restaurants and local eateries (Satisfaction levels) <i>Community Satisfaction Survey 2012</i>	N/A	3.9 Mean score out of 5	Result indicates a "medium to high" satisfaction level.	










Civic Leadership

Main Indicator: Percentage of community participation: The community is engaged in and has a high level of confidence in Council's decision making process

Subset Indicators:

1. Percentage of community awareness – the community is well informed of key Council policies, decisions, activities and services
2. Level of overall customer satisfaction with Council services – services are delivered to a high quality standard and are responsive to community needs, complaints statistics
3. Financial reporting – Council maintains a strong and sustainable financial position
4. Workforce statistics – Council has an appropriately trained, skilled and supported work force

Data and Source	Target	Result		Comments	Status
Satisfaction with Council's Overall Performance <i>Community Satisfaction Survey 2012</i>	>65%	73.6%		Target based on 2008 results. 12.3% were "very satisfied" with Council's performance while 61.3% were "satisfied". 0.4% said they were "very dissatisfied".	
Consulting with the community (Satisfaction levels) <i>Community Satisfaction Survey 2012</i>	High (> 3.8)	3.3		Result indicates a "medium" satisfaction level.	
Informing the community of Council decisions <i>Community Satisfaction Survey 2012</i>	High (> 3.8)	3.3		Result indicates a "medium" satisfaction level.	
Satisfaction with interaction by Council <i>Community Satisfaction Survey 2012</i>	High (> 3.8)	3.89 Mean score out of 5		Relates to customer service across all areas of Council. Result indicates "high" satisfaction level. (32.7% were satisfied with the interaction by Council. 39.6% was very satisfied. 9.1% was very dissatisfied).	
Long Term Financial Plan completed and implemented <i>Internal reporting requirement</i>	100% completed & implemented 1st July 2011	100%		100% completed however ongoing monitoring, review & implementation is required.	
Investment Revenue – budget is met or exceeded <i>Quarterly reporting requirement</i>	100%	2008 140%	2012 122%	Good result with budget revised twice during the year.	

Data and Source	Target	Result		Comments	Status
Debt Service Ratio <i>Quarterly reporting requirement</i>	< 5%	2008 0.92%	2012 8.80%	2012 based on budgeted figures. Actual might be lower. Includes extra \$3M principal repayments otherwise 5.2%. Target will be reviewed considering current debt levels. Increased result still below DLG recommended level of 10%	
Performance of Investment Portfolio (BBSW+) <i>Quarterly reporting requirement</i>	0.2%	2008 0.59%	2012 1.00%	2008 figures low compared to 2012 due to the financial crisis and lower return on managed funds	
Financial statutory reporting obligations met <i>Internal reporting requirement</i>	100%	2008 100%	2012 100%	Financial statements always lodged by required date	
Number of calls received Help & Service <i>Internal quarterly KPI reporting</i>	N/A	2008 21,111	2012 22,271	Based on same point in time (end June) 2008 and 2012. Two years prior (2006) call numbers were significantly higher. The introduction of the improved website saw a big reduction in numbers in 2007 with customers choosing online options	
Number of calls answered within timeframes (Help & Service) <i>Internal quarterly KPI reporting</i>	80%	2008 97%	2012 88%	Based on same point in time (end June) 2008 and 2012. Above target but decreasing	
Number of calls lost <i>Internal quarterly KPI reporting</i>	< 3%	2008 .02%	2012 .06%	Based on same point in time (end June) 2008 and 2012. Above target but increasing	
LTO Figures <i>Internal KPI reporting</i>	10%	2008 13.6%	2012 13.87%	No major shifts made 2008 to 2012	
Staff Training (internal) <i>Internal quarterly KPI reporting</i>	N/A	2008 356	2012 943	2012 increase relates to compulsory code of conduct & cultural awareness training	
Staff Training (external) <i>Internal quarterly KPI reporting</i>	N/A	2008 533	2012 585	Increased participation	

Data and Source	Target	Result	Comments	Status
Staff rating of Council as an employer <i>Internal quarterly KPI reporting</i>	N/A	82.3% Excellent or very good	36.60% Excellent rating 45.66% Very good rating 12.83% Good rating 4.53% Fair rating 0.38% Poor rating	●

APPENDIX THREE: END OF TERM RESULTS REPORT CARD (SUSTAINABILITY)



State of the Environment (Sustainability Action Plan)

The 2008 to 2012 term of Council was a significant one as it was the first full term to oversee implementation of activities funded by the eRestore3 levy. In recognising this, the End of Term Report is providing a comprehensive summary of results to date.




This report card provides an overview of progress against the Sustainability Action Plan Key Performance Indicators. This is the first year of reporting against these KPIs, however where available, data from 2008/09 has been included for reference and comparison.

	Target	Key Performance Indicator (KPI)	Results	Status
1. A sustainable Willoughby City Council	1.1 – Build sustainability into Councils everyday business.	Number of Council initiatives incorporating sustainable measures	<p>Four sustainability policies have been approved including:</p> <p>Sustainable Events policy; Sustainable Food Policy;</p> <p>Sustainable Fleet Strategy;</p> <p>Sustainable Purchasing Policy.</p> <p>Sustainability is incorporate into all staff position descriptions. Also:</p> <p>66 staff sustainability inductions were conducted;</p> <p>Four internal Sustainability Working Group Meetings were held; and</p> <p>16 Awards from other Government.</p> <p>Agencies and Associations were presented to Council for excellence in Sustainability projects.</p>	●
		Results of Customer Satisfaction Survey	<p>The end of term Customer Satisfaction Survey showed that residents are very happy with the services provided through the sustainability and waste programs.</p> <p>% Satisfaction of residents:</p> <p>87.9% – Promotion of Environ & Sustainability</p> <p>84.3% – Clean Creeks and Waterways</p> <p>95.4% – Bushland and nature reserves</p> <p>97.5% – Garbage Collection</p> <p>95.3% – Recycling service</p> <p>93.8% – Green Waste</p>	●

	Target	Key Performance Indicator (KPI)	Results	Status
		Results of staff sustainability survey	<p>21 key staff from across the organisation provided their solutions for achieving a low carbon future. Just some of the ideas were:</p> <ul style="list-style-type: none"> A support group for people interested in green issues; A demonstration site run by the community for the community; Grants for projects to enable and inspire; Pop up sustainable restaurants; More on adaptation – growing your own; food, capturing water, generating energy; More bike parking and cycle ways; Electric vehicle recharge points; and Free bike hire scheme. 	
2. Actions for Climate Change and Energy Efficiency	<p>– Reduce WCCs carbon Footprint by 50%.</p> <p>Move Towards Carbon Neutrality.</p> <p>20% renewable energy by 2020.</p>	Direct energy consumption by primary source in giga-joules	<p>Direct energy consumption is energy consumed from a direct source such as petrol, gas and solar power.</p> <p>Total direct energy consumption for:</p> <p>2008/09: 16,447 GJ 2009/10: 22,443 GJ 2010/11: 22,794 GJ 2011/12: 25,823 GJ</p> <p>The increase from 2010/11 to 2011/12 is mainly attributable to the co-generation system at the Willoughby Leisure Centre as it is a gas fired system.</p>	
		In-direct energy consumption by primary source in giga-joules	<p>Indirect energy is energy consume from an indirect sources such as coal fired power station.</p> <p>Total indirect energy consumption for:</p> <p>2008/09: 24,573 GJ 2009/10: 24,664 GJ 2010/11: 24,827 GJ 2011/12: 25,958 GJ</p> <p>The increase from 2010/11 to 2011/12 is mainly attributable to The Concourse coming on line. The entire increase from The Concourse is not noticeable however as it is offset by the reduction in electricity consumption by 23% at the Willoughby Leisure Centre.</p> <p>See Table 2 (Attachment A) for more detailed data.</p>	

	Target	Key Performance Indicator (KPI)	Results	Status
		<p>Energy saved due to conservation and efficiency improvements in joules.</p>	<p>Around 80 energy efficiency projects have been completed by Sustainable Environment Branch alone since 2009. Whilst complete data on the amount of energy saved due to these works is not available, works at some buildings has shown significant results. For example, the Main Administration building reduced electricity demand by 20% for the 11/12 year against the previous period. This resulted in 190 tonnes of carbon savings and a \$38,000 saving against BAU per annum.</p> <p>There has been an 8.5% reduction in electricity from coal-fired power in 2011/12 in Council buildings. This is attributable mostly to the co-generation system at the Willoughby Leisure Centre (7%) and to a number of Solar PV installations including the Chatswood Solar Farm.</p> <p>Energy produced by Council:</p> <p>08/09 – 2348 kWh 09/10 – 27644 kWh 10/11 – 72,859 kWh 11/12 – 386,931 kWh</p>	
		<p>Total greenhouse gas emissions and reductions achieved (note estimated data used).</p>	<p>Total greenhouse gas emissions:</p> <p>2008/09: 3,656 tonnes 2009/10: 4,282 tonnes 2010/11: 3,705 tonnes 2011/12: 8,658 tonnes</p> <p>Greenhouse gas emissions were at their lowest in December 2010 when WCC met its 50% reduction target from 1999 levels. Since then The Concourse has come on line and Council resolved to no longer purchase carbon offsets. As such, greenhouse gas emissions have again risen for WCC.</p>	






	Target	Key Performance Indicator (KPI)	Results	Status
		Total carbon emissions from Councils fleet	Total greenhouse gas emissions from Councils Fleet: 2008/09: 1120 tonnes 2009/10: 1049 tonnes 2010/11: 1018 tonnes 2011/12: 926 tonnes Total fleet emissions have reduced by 17% from 2008/09 levels. This is due to the implementation of a Sustainable Fleet Strategy, the removal of all 6 cylinder cars from the fleet and a change of fuels from unleaded to mostly diesel and unleaded/ ethanol mixes.	●
	2.2 – Reduce Willoughby City's carbon footprint by 15% by 2015 based on electricity consumption from 1999 levels.	Total annual greenhouse gas emissions (t CO ₂ -e) associated with electricity consumption within the WCC Local Government Area.	Total greenhouse gas emissions (CO ₂ -e) WCC from residential electricity has not changed significantly: 09/10 – 171,980 tonnes 10/11 – 172,173 tonnes It is pleasing to note however that electricity produced from residential solar panels has increased in this period by 7.4%.	●
3. Sustainable Transport	3.1 – To reduce community and Council staff travel by private vehicle and increase travel by more sustainable modes such as walking, cycling and public transport.	Number of people utilising council transport services and sustainable transport activities	The Artarmon Loop continues to see approximately 5000 passengers per week. The limited Loop services currently sees an average of 140 passengers per week. Over 3600 passengers used the CouncilCab service this year. More than 120 residents have participated in cycling skills or bike maintenance workshops. Approximately 200 cyclists attended the Ride to Work Day breakfast in October 2011. Several hundred residents attended other sustainable transport activities including NSW Bike Week and Walk to School Day 2011.	●
		Qualitative assessment of awareness level and satisfaction with local sustainable transport infrastructure and education projects.	Customer survey conducted in August 2011 to improve Council shuttle bus services. Community consultation for Willoughby Bike Plan Review completed in March – April with more than 300 survey responses and 139 additional comments via an online discussion forum. Further comments were received during the public exhibition period.	●

	Target	Key Performance Indicator (KPI)	Results	Status
4. Water Quality and Conservation	4.1 – Reduce the consumption of potable water by the community and Council.	Total water withdrawn by source (by Council)	Water consumption at Council rose between 09/10 by 6% however has remained steady since then and dropped in 11/12 by almost 2% from the previous year. 08/09 – 80,750 kL 09/10 – 86,637 kL10/11 – 87,443 kL 11/12 – 85,953 kL	
		Percentage of total water recycled and reused	1.1% This is mostly attributable to the rainwater reuse at the Willoughby Leisure Centre. There is expected to be a significant increase in the percentage of recycled water consumption over the next few years with the stormwater reuse facility coming on line at The Concourse in 2012.	
		Total water withdrawn by source in ML	Water consumption in the community has been rising slightly each year since 2008: 08/09 7,585,529 litres 09/10 7,746,263 litres 10/11 7,946,497 litres 11/12 Not yet available	
		Total water withdrawn by source in KL per head of population	Consumption per head of population correlates with the rise in overall consumption. 08/09 110 litres / person 09/10 111 litres / person 10/11 114 litres / person 11/12 Not yet available	
	4.2 – Improve and monitor water quality in local waterways.	Total number of sites meeting ANZECC guidelines	Water quality monitoring is undertaken at 10 sites on a quarterly basis with the results compared to ANZECC guidelines. The total percentage of parameters that meet ANZECC guidelines at each site are: Scotts Creek Upper – 54% Scotts Creek Middle – 65% Scotts Creek Lower – 60% Sugarloaf Creek Upper – 60% Sugarloaf Creek Lower – 62% Sailors Bay Creek – 60% Flat Rock Creek Upper – 56% Flat Rock Creek Middle – 62% Swains Creek – 62% Blue Gum Creek – 79	
		Total number of significant spills	There were no significant spills from Council operations.	

	Target	Key Performance Indicator (KPI)	Results	Status
5. Resource Recovery and Water Avoidance	5.1 – reduce domestic waste to landfill to 66% and increase recycling rates to 80%.	Amount of waste diverted from landfill per year (percentage)	<p>WCC is well on its way to meeting its 66% waste diversion target. This is being achieved through increased education and knowledge of residents along with sending waste to the alternative waste facility at Eastern Creek.</p> <p>Percentage Waste diverted from landfill</p> <p>09/10 – 49.5%</p> <p>10/11 – 62.0%</p> <p>11/12 – 61.9%</p>	●
		Amount of domestic waste per person per year (average for all residents in kgs/person/year)	<p>The amount of domestic waste (does not include green waste or recycling) per person per year has decreased by a massive 40% since 2008.</p> <p>Waste in Tonnes, population in brackets:</p> <p>08/09 – 14,579 (69,886) = 208kgs/person/year</p> <p>09/10 – 14,709 (69,199) = 212 kgs /person/year</p> <p>10/11 – 11,302 (70,705) = 159kgs/person/year</p> <p>11/12 – 9,852 (77,051) = 127kgs/person/year</p>	●
		Recycling participation rate (% of population presenting recycling bins for collection)	<p>The current (11/12) recycling participation rate is:</p> <p>70%.</p>	●
	5.2 – To reduce the number of dumped rubbish and litter within the Willoughby Local Government Area.	Number of dumping incidences reported to Council	<p>Dumping incidence data is only available for the last two years being:</p> <p>10/11 –</p> <p>11/12 – 725 incidences</p>	●
	5.3 – Minimise waste generated by Council by avoidance, reuse and recycling.	Total weight of waste by type and disposal method.	1243 tonnes of building waste recycled (from 07/11 to 05/12).	●

	Target	Key Performance Indicator (KPI)	Results	Status
6. Biodiversity and Ecological Integrity	6.1 – To treasure and conserve the natural ecosystem for its intrinsic ecological, spiritual, educational, scientific, recreational and community value.	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	305 hectares distributed in numerous reserves (33 itemised for budget purposes) in Middle Harbour and Lane Cove River catchments All reserves have ongoing management, guided by generic Urban Bushland Plan of Management.	●
		Number of Reserve Actions Plans reviewed (updated)	5 Reserve Action Plans completed and 3 drafts in progress. Ongoing work as scheduled with Natural Heritage and Bushland Advisory Committee.	●
		Number of scheduled burns prepared, completed and maintained	4 major areas completed as scheduled. All burn sites maintained. Mowbray Park, OH Reid Reserve, Robb Reserve, Flat Rock Gully. Ongoing implementation as proposed in regional fire plan.	●
		Number of events and workshops and number of participants involved	5 major events with approx 2,500 (excluding Spring Fair), 26 bushwalks approx 450 participants. 5 workshops with 110 participants.	●
		Number of volunteers	310 volunteers in 2011/12 Training and recruitment ongoing.	●
		Number of volunteer hours	4540 hours in 2011/12 Volunteer input stable and ongoing.	●

	Target	Key Performance Indicator (KPI)	Results	Status
7. Sustainability Education	7.1 – To work in partnership with the community to increase their capacity to make behavioural changes towards sustainability.	Evaluation of education strategy (ClimateClever) and individual projects.	<p>Over 30 workshops covering a range of topics were attended by over 790 participants since 2009.</p> <p>150 participants contacted for evaluation. Surveys revealed a significant increase in participant's level of understanding of the key themes after the workshop. Participants also indicated an increase in skills and motivation.</p> <p>87% of participants said the workshops influenced their decision.</p> <p>75% of participants claimed they would apply what they had learnt after the workshop.</p> <p>72% of participants are sharing what they have learnt, which further facilitates the dissemination of information and the building of a culture toward sustainability.</p> <p>Approximately 30% of participants went away and installed either a hot water system, PV solar system or rainwater tank.</p> <p>45% integrated sustainability design into home renovation.</p> <p>88% buying food locally.</p> <p>96% avoiding plastic bags.</p> <p>88% looking for star rating when buying a fridge.</p>	●
8. Air and Noise	8.1 – To undertaken actions that will reduce both air and noise pollution.	Number of days that the National Air Quality Standards for Sydney are met	The air quality monitoring station at Lane Cove monitors air quality for PM2.5 and PM10. National Air Quality Standards were met for 365 days.	●
		Number of noise complaints received.	The number of noise complaints received have remained steady with a total of 347 complaints. All complaints were investigated by the Compliance team and all were satisfactorily resolved.	●

	Target	Key Performance Indicator (KPI)	Results	Status
9. Sustainable Building	9.1 – Sustainable design and best practice environmental measures are incorporated in the planning, construction, operation and post operational phases of development.	Number of Council sites that have had a sustainable retrofit	7 in 11/12 Willis (insulation, natural air, natural light), Admin, (lighting), Zenith (lighting), Leisure Centre (UV maintenance, H/W pump VSD), Artarmon Library (lighting), Dougherty (HVAC), Devonshire St Day Care (lighting).	
		Number of Council buildings with a NABERS rating or GreenStar rating	0 Whilst no buildings have been rated as yet, the main admin building has a non-official rating in 2009/10 of 2.5 stars. This will be reviewed in 2013.	
10. Sustainable Business	10.1 – Assist local business and industry to implement sustainable practices.	Number of businesses supported	Better Business Partnership: 93 CitySwitch: 8 Sustainability Advantage:4 CC Office 2: (Buildings 1, tenants 1)	
		Reduction in annual electricity consumption (kWh) of those businesses participating in Council facilitated programs	Better Business Partnership: 438,730 kWh (During Phase 1 from April 2010 to June 30 2012).	
		Reduction in annual water consumption (kL) of those businesses participating in Council facilitated programs	Better Business Partnership: 7044.5 kL (2011/12).	

APPENDIX FOUR: AWARDS 2009 TO 2012

Willoughby City Council has been recognised for its programs and initiatives through the following awards and citations. (2008 awards have not been considered in this list as they are applicable to the work of the previous term)

2012

- Engineering Excellence Award
 - Design and/or Construction of a Local Government Public Works Project
- Australian Water Association (AWA)
 - Highly Commended (Integrated Stormwater Management System)

2011

- A.R. Bluett Award 2011
- Community Relations Commission – National Multicultural Marketing Award
- Keep Australia Beautiful Environmental Education Award
- LGMA (Local Government Managers Association) NSW Management Excellence Award – Highly Commended Award in the Special Project Initiative Category
- LGMA NSW Management Excellence Award – Environmental Excellence, highly commended
- LGMA NSW Management Excellence Award – Excellence in Service Delivery
- LGSA Environment Award – Local Sustainability
- Local Government Cultural Award
- Local Government Excellence in Environment Award – Overall Winner of the Local Sustainability Award
- Local Government Management Challenge
- Master Builders Awards NSW – Outstanding Construction Award
- National VALA: Libraries, Technology and the Future Award
- NSW Green Globe Awards – Local Government Sustainability Award
- NSW Stormwater Industry – Award for Excellence in Infrastructure
- R.H. Dougherty Award: Excellence in Communication
- Sydney Royal Easter Show 2011 – The Great Aussie Backyard Display
- The NSW Planning Institute of Australia Award – Excellence in Large Planning Projects
- United Nations of Australia: Best Specific Environmental Initiative – Finalist
- United Nations World Environment Day – Excellence in Overall Environmental Management

2010

- Library Council of NSW – 2009 Multicultural Excellence Award
- Sydney Royal Easter Show – Forecourt Display Award 2009, 2nd Prize

2009

- Australasian Global Restoration Network – Ecological Restoration Projects
- Planning Institute Australia 2008 – New South Wales Division
- Sister Cities Australia National Award 2009
- Sydney Royal Easter Show Outdoor Display Award 2009 – 2nd Prize

APPENDIX FIVE: COUNCIL PLANS & STRATEGIES

