

Draft Operational Plan 2018 - 2019 Draft Delivery Program 2017- 2021 Budget Fees and Charges

Public Exhibition Summary Report
June 2018

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Summary

The Draft Delivery Program 2017-2021 and the Operational Plan and Budget 2018/19, Schedule of Fees and Charges was on public exhibition for a period of 28 days from 15 May to 11 June 2018.

Six responses were received via Council's Have Your Say Webpage commenting on the Delivery Program.

Two responses were received via Council's Have Your Say Webpage commenting on the Operational Plan.

One response was received via Council's Have Your Say Webpage commenting on the Schedule of Fees and Charges.

Four responses were received via Council's email

Nil responses were received by letter addressed to the General Manager.

IP&R Reporting Requirements

Local Government reporting is prescribed by the *Local Government Act 1993* (“the Act”) and the *Integrated Planning and Reporting Guidelines* (IP&R guidelines).

The desires, needs and aspirations of the community are translated into draft strategic outcomes within the *Community Strategic Plan* titled *Our Future Willoughby 2028* which is the subject of a separate report on this agenda.

In turn these are made tangible through the development of a four year Delivery Program (*Delivery Program 2017-2021*) which details the principle activities to be undertaken by the Council to implement the strategies established by *Our Future Willoughby 2028*.

Council must have a plan (its Operational Plan and Budget) that is adopted before the beginning of each year detailing the activities to be engaged in by the Council during the year as part of the Delivery Program.

This report is guided by legislation (ss. 404 and 405) of the *Local Government Act 1993*

Sections 404 and 405 of the *Local Government Act 1993* guide how Councils prepare Delivery and Operational Plans.

The *Draft Delivery Program 2017-2021 and the Operational Plan and Budget 2018/19* were on public exhibition for a period of 28 days from 15 May to 11 June 2018. The engagement activities during the exhibition period included:

- Static Information displays at Council’s administration building and all Council libraries
- Information provided on Council’s website;
- Advertisement in the North Shore Times and information provided on Northbridge radio;
- Online through Council’s Have Your Say website (www.haveyoursaywilloughby.com.au);
- Interactive information stands at the Chatswood Library throughout the exhibition period aligned to information stands for *Our Future Willoughby 2028*.

Communication Methods

The purpose of the Public Exhibition Period round of consultation was to ask the local community if they agreed or disagreed with the proposals in the draft Operations Plan 2018-19 and draft Delivery Program and Schedule of Fees and Charges 2018-19.

Consultation was undertaken over a 28 day period between the 15 May 2018 and 11 June 2018.

All consultation emails, letters and notification directed recipients to the online survey which included a fact sheet about the park.

Draft Delivery Program, Operational Plan, Budget and Fees & Charges – Community Consultation

	STAKEHOLDER	COMMUNICATION METHOD	When	Closing Date For Comment
1.	Local Residents/ Community	Council’s website – general information provided Survey accessible on Council’s website at “Have Your Say Willoughby”	15 May 2018	11 June 2018
2.		Static Information displays at Council’s administration building and all Council libraries	15 May 2018	
3.		Interactive information stands at the Chatswood Library throughout the exhibition period aligned to information stands for Our Future Willoughby 2028.	15 May 2018	
4.		Advertisement in the North Shore Times and information provided on Northbridge radio;	24 May 2018 and 5 June 2018	

Comments Received from stakeholders (unedited, original content)

Received via www.haveyoursaywilloughby.com.au or email to Council

2018-19 Delivery Program and Operational Plan (Budget & Fees and Charges) Queries 15 May to 11 June 2018

No	Plan	Comment	Council Response
DELIVERY PROGRAM COMMENTS			
1	DP	<p>Riding a bike in the bike lanes here is highly dangerous. Bike lanes are nothing but a picture stenciled on the edge of the parking lane. if you are riding on the "bike lane" and someone suddenly opens their driver side door, you either smash into the door or swerve without warning into the near lane traffic to avoid the door. Either alternative is injurious. Bike lanes should be located between the parked cars and the footpath. As footpaths are wide here, this should not pose a problem. All road upgrades should include dedicated bike roads, especially new expressways which are built relatively level and could provide an easier route for commuting.</p> <p>The stop signs installed at the intersections of Muttama Rd and Corree and Shepherd Rds in response to complaints about speeding traffic on the downhill of Muttama have exacerbated the problem. The stop signs have effectively given right of way to traffic going north downhill to Shepherd Rd. they now can speed with impunity as its the other drivers fault if they hit someone. Made it much worse.</p> <p>The speed measuring device installed on Muttama Rd has been placed at the point where the cars are forced to slow down due to parked cars creating a one lane situation. It has not been placed where the problem has been complained about - at the junction of Corree and Muttama where the cars speed up after having to go slow through the heavily parked area.</p>	<p>Noted. Willoughby City Council in accordance with the Willoughby City Council Bike Plan (July 2012) seeks to increase the size of its bicycle infrastructure, including currently investigating provision for separated cycleways in conjunction with RMS and TFNSW.</p> <p>Noted. NSW road rules mandate correct driver and bicyclist behaviour to maximise road safety. Council also promote and work with other agencies, (including the Local Traffic Committee)in the provision of bicycle infrastructure and facilities as part of their projects</p> <p>Noted, the NSW Police enforce speeds and will be requested to undertake speed monitoring and enforcement. There are no proposals to change the current traffic management at this location. As a review</p>

No	Plan	Comment	Council Response
		<p>The cheapest and fastest solution is to make Muttama Rd ONE WAY from Corree Rd to Elizabeth St. Heavy parking makes that part of the road one lane so the logical solution is to make that section one way to suit the existing situation and make it safer to live here. You will never get 100% agreement but the majority of residents of this part of Muttama Rd want the one way solution.</p> <p>Oh and your forms need correction. Gender is the collective description for PRONOUNS that indicate the sex of the subject (he, she, it). SEX is the maleness, femaleness or otherness of a person.</p>	<p>of the crash data provided by Transport for NSW Centre for Road Safety indicates that there has been no crashes at this location for the period 2012 – 2017 (2017 for the first six months only).</p> <p>Noted.</p>
2	DP	<p>Willoughby Leisure Centre and surrounding netball courts don't just need a refurbishment, but much more work. My daughter swims at the leisure centre most days. The pool facilities are inadequate for the number of people wanting to swim. 50m pool? The gym is small. The new change rooms are claustrophobic - my daughter now doesn't like using them because they are cramped and showers/changes at home. The parking is inadequate when netball is on. Top car park should be available for leisure centre users only and bottom car park for netball courts. Indoor courts could be expanded with increased pressure in the area for basketball facilities. However - love the area around the leisure centre. Hallstrom Park and Flat Rock Gully always a pleasure to visit. Just think in the long term better use could be made of the facilities on that area of land. There feels like a lot of wasted space. 50m pool that could be split into 25m plus kids leisure pool, courts/basketball above a car park? My husband travels out of area to use sports facilities - 50m pool in city & gym, which is a shame.</p>	<p>Noted.</p> <p>The Delivery Program 2017-2021 includes a project to progress a study to develop plans for a major upgrade of the venue. Funding to commence this is included in the Operational Plan 2018/19.</p> <p>On a Saturday in netball season on- site parking attendants already ensure only WLC users can use top car park.</p>
3	DP	<p>WCC is failing to "celebrate and protect our waterways". Many of our waterways are full of rubbish, having not been cleaned for decades, if ever. This shameful. So WCC is failing to meet a key part of Delivery Program 2017-2021 "OUTCOME 1 - A City that is green. Our City will become a leader in sustainability. We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways. We will aspire to meet the needs of our community and environment while not compromising those of future generations."</p> <p>To fix this, WCC must take full responsibility and promptly clean up all rubbish that gets into our</p>	<p>Noted. Council has recently drafted the 'Water Strategy'. This Strategy covers efficiency, harvesting and health. Part 2 'Waterway Maintenance Plan' outlines a formal cleaning schedule for gross pollutant traps and hand cleaning of creeks. This strategic approach to waterway management will come into</p>

No	Plan	Comment	Council Response
		<p>waterways, including: storm-water channels, feeder creeks, main creeks, estuaries and harbour.</p> <p>WCC have made some progress hand-cleaning part of our waterways during the last year, after significant ongoing community pressure. A widespread WCC culture change seems to be needed (it may be starting to happen) for WCC to take full responsibility to pro-actively and promptly clean up our waterways and keep them clean.</p> <p>The Draft Willoughby City Operational Plan 2018-2019 item "301209 Waterway Maintenance Plan - hand cleaning of creeks: \$45,000" is welcome but not enough to remedy the decades of neglect of our waterways. Extrapolating from the WCC costs for partially cleaning Scotts Creek in the last year, about \$200,000 is required to clean-up all our waterways. To put this in perspective, this is only 10% of the \$2M annual street cleaning budget. Surely WCC cares this much about its waterways to clean them up properly. Please increase the budget to \$200,000, to make 2018/19 the year that WCC remedies the decades of neglect of our waterways.</p> <p>The Draft Willoughby City Operational Plan 2018-2019 item "300414 GPT Renewal Program: \$520,000" must provide the highest possible rubbish removal efficiency for all new GPTs. It must also include roadside GPTs wherever storm-water drains directly into bushland waterways. Please make sure both of these points are addressed. Both are essential to reduce ongoing hand-cleaning of waterways and to minimise pollution of storm-water channels, feeder creeks, main creeks, estuaries and harbour.</p>	<p>effect in 2018/2019 (pending 2018/19 budget approval).</p> <p>Relevant projects in 2018/19 include 301209 Waterway Maintenance Plan – hand cleaning of creeks and 300414 GPT Renewal Program. The total budget for Waterway Maintenance in 2018/19 is \$565K.</p> <p>The 'Waterway Maintenance Plan' monitoring will inform budgets/projects in future years.</p>
4	DP	<p>There are some worthwhile projects in the to-do list though they seem to have a lot focused on the younger generation and not enough on catering for the aging population.</p> <p>Traffic/parking projects still need more attention along with the Councils' growing desire to push more units up in the area.</p> <p>I still believe Council's desire to implement more units/'paying customers' will override the local community's desire for a lower footprint in the Naremburn area.</p>	<p>Noted. Council has a number of social inclusion programs that cater for older persons that are a focus in the Operational Plan 2018/19. Council works in partnership with Not for Profit providers to conduct community development activities that connect local communities in order to build and strengthen relationships or networks and provide support where required.</p>

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		<p>Library improvements are always welcome and programs that educate people at all levels; though a lot of the programs tend to be family oriented. There are few projects that cater for the older singles component.</p> <p>Businesses and units in the same location (adjoined/on top) tend to create more problems. Also, the smaller units that developers are cramming on the small lots is not conducive to a happy lifestyle. Noise levels and privacy issues from businesses or neighbors in ever closer situations can cause problems and should be an important part in development applications in the future rather than allowing developers to put more units so Council can receive more review and developers more money.</p>	<p>Library improvement projects for 2018/19 include Business and community space in Chatswood Library, Digital literacy – purchasing equipment and Local Studies accessibility and use.</p> <p>The Delivery Program highlights activity to progress current local centres consultation activity. It also outlines a program of enhancements for local centres.</p> <p>Council has adopted a Chatswood CBD Planning and Urban Design Strategy and numerous Development Control Plans focusing on the suburbs.</p>
5	DP	<p>The future plan for Willoughby is for who??? Not really existing residents, but to justify future population growth, revenue and unavoidable crowding and congestion. It is essentially a PR document. EG Councillors and mayoral candidates have been promising for over a decade residential parking is a priority for them. Reviews have been undertaken. Clearly visitors and commuters are more important than residents, as in our overparked and overused locality despite many promises NOTHING has happened in terms of fixing the situation per a few simple parking signs.</p> <p>If the present cannot be fixed despite historic Council assurances, reviews and research, I have no faith in WCC and the majority of its rosy promises for the future.</p>	<p>Willoughby City Council has received over 5,000 thoughts and ideas from people across our city to form the draft Our Future Willoughby 2028. The extensive 6 months engagement program was undertaken to identify 10 year goal outcomes and priorities that the Willoughby City community envisaged.</p> <p>Population projections are based on dwelling targets identified by the State Government to provide for the anticipated population growth over the next 20 years.</p>

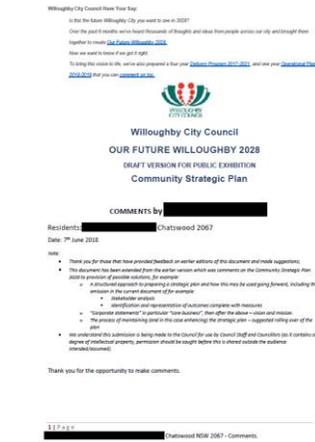
No	Plan	Comment	Council Response
			<p>A Street Parking Strategy was adopted by Council in November 2016 and is progressing the delivery of precinct based action plans for all 4 Council wards.</p> <p>A copy of the Street Parking Strategy can be found via the link below.</p> <p>http://www.willoughby.nsw.gov.au/About-Council/Forms-Policies---Publications/Publications/street-parking-strategy/</p> <p>Council has recently implemented a new 4P Resident Parking scheme in East Artarmon.</p>
6	DP	The delivery program in general looks very good and achieving an outcome of a City that is Green with priorities to "Enhance, protect and respect waterways, bushland, nature, wildlife and ecological systems" and "Reduce energy, water and resource waste and encourage reuse and recycling." is excellent as is the priority to "Respect and celebrate our history and heritage sites."	Noted.
		OPERATIONAL PLAN COMMENTS	
1	OP	Please reconsider the high \$113 cost of 20 concession swims for one 25m pool at Willoughby Leisure Centre. North Sydney Olympic Pool, with 50m pool plus 25m pool, charges \$67 & swims are free for North Sydney LGA pensioner residents.	Noted. Council undertakes market testing each year benchmarking against a number of local Government facilities and needs to balance the cost to the user and overall viability of the service.

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2	OP	<p>WCC is failing to "celebrate and protect our waterways". Many of our waterways are full of rubbish, having not been cleaned for decades, if ever. This shameful. So WCC is failing to meet a key part of Delivery Program 2017-2021 "OUTCOME 1 - A City that is green. Our City will become a leader in sustainability. We are proud of our natural environment and will celebrate and protect our flourishing bushland, wildlife and waterways. We will aspire to meet the needs of our community and environment while not compromising those of future generations."</p> <p>To fix this, WCC must take full responsibility and promptly clean up all rubbish that gets into our waterways, including: storm-water channels, feeder creeks, main creeks, estuaries and harbour.</p> <p>WCC have made some progress hand-cleaning part of our waterways during the last year, after significant ongoing community pressure. A widespread WCC culture change seems to be needed (it may be starting to happen) for WCC to take full responsibility to pro-actively and promptly clean up our waterways and keep them clean.</p> <p>The Draft Willoughby City Operational Plan 2018-2019 item "301209 Waterway Maintenance Plan - hand cleaning of creeks: \$45,000" is welcome but not enough to remedy the decades of neglect of our waterways. Extrapolating from the WCC costs for partially cleaning Scotts Creek in the last year, about \$200,000 is required to clean-up all our waterways. To put this in perspective, this is only 10% of the \$2M annual street cleaning budget. Surely WCC cares this much about its waterways to clean them up properly. Please increase the budget to \$200,000, to make 2018/19 the year that WCC remedies the decades of neglect of our waterways.</p> <p>The Draft Willoughby City Operational Plan 2018-2019 item "300414 GPT Renewal Program: \$520,000" must provide the highest possible rubbish removal efficiency for all new GPTs. It must also include roadside GPTs wherever storm-water drains directly into bushland waterways. Please make sure both of these points are addressed. Both are essential to reduce ongoing hand-cleaning of waterways and to minimise pollution of storm-water channels, feeder creeks, main creeks, estuaries and harbour.</p>	<p>Noted. Refer to related comments above in DP section 3.</p>
3	OP	<p>I would suggest a review of the Concourse toilets; having recently attended a few events there only to find that NONE of the toilets work. It was a horrible experience.</p>	<p>There may be the occasional outage due to foreign objects such as nappies, hand</p>

No	Plan	Comment	Council Response
		<p>Personally, I would like a review of the cost of the Chatswood CBD special event; close to \$1M seems excessive. Perhaps it should be scaled back?</p> <p>Likewise, I do not understand why you would want to spend \$160,000 on VIVID. No one I know would want to go to Chatswood to view VIVID. If we do, it is walking home from work if in the city and if it is on the way. We certainly do not spend money whilst attending it either.</p> <p>Fixing infrastructure is great.</p>	<p>towels and hygiene products being disposed of in the toilets. Toilets are repaired and put back into operation as soon as possible.</p> <p>We have no record of all toilets being out of action at The Concourse.</p> <p>The Chatswood Special Event is Vivid. The cost is significantly offset by sponsorship and other revenue. There is significant economic and social benefits linked to the hosting of this major event.</p> <p>There are significant costs in providing traffic safety to a major public event. Traffic control costs include variable message signs, crowd control barriers, preparation of traffic management plans, street lighting and daily operational labour. These measures are prescribed by the Local Traffic Committee. These are separated from the other Vivid costs for transparency.</p>
		<h2>EMAILED RESPONSES</h2>	
1	OP	<p>Greetings Community Engagement Team, Thanks for this invite.</p> <p>I'm generally happy with the DRAFT Plans as presented. Clearly a lot of hard work has gone into them. Well done.</p> <p>Please refer to the General Manager's Message associated with the DRAFT Operational Plan2018-2019 (Page 8). I would urge that the safeguarding and preservation of important</p>	<p>Noted.</p> <p>Council supports the preservation of community heritage facilities.</p> <p>The General Manager's Message is a high level summary and is not inclusive of all</p>

No	Plan	Comment	Council Response
		community heritage facilities be added as an additional dot point.	initiatives.
2.1	DP	P12, Solar PVs: we note only kids cottage and Concourse mentioned as projects for the next three years. Can't we do better than just these two projects in this Council's term?	Noted. The Artarmon Kids Cottage solar PV installation has been completed. The Concourse installation has been tendered and is scheduled for late 2018. For 2018/19 the 'Solar PV on Council Buildings' project will focus on the Gibbes Street Depot and Willis Tennis Centre. This project aims to install over 170kW of solar PV.
2.2	DP	P14, Northbridge Plaza carpark item needs revision – IPART rate levy rejected.	Amended DP and OP accordingly.
2.3	DP	P16, no mention of revised or new LEP and DCP.	It is noted under the heading 'Deliver Great Urban Design & Landscaping' that the Local Centres work being undertaken will underpin a new Local Environmental Plan and Development Control Plan for Willoughby. This work is expected to commence in 2019. The Chatswood CBD Strategy and Housing and Industrial Lands Strategies will also inform this new LEP and DCP.
2.4	DP	P18, no mention of initiatives to maintain existing commercial and industrial zonings.	Council has a number of documents which provide a framework for strategic land use planning in the city. Work is in progress on an Industrial Lands Strategy to ensure long term industrial and urban services, business and

No	Plan	Comment	Council Response
			<p>employment. Council has an Industrial Lands Position Statement on its website.</p> <p>The DP under outcome 4 has been changed to include the following initiatives</p> <p>Strategic planning: 4.1</p> <p><i>Chatswood CBD Planning and Urban Design Strategy</i> adopted and <i>Industrial Lands Strategy</i> delivered.</p>
2.5	DP	No mention of any initiative to make better use of progress associations to communicate with the community	<p>Noted. Council have previously engaged with the progress associations to help communicate with the community including the Planning Strategy 2036, Position papers for Local Centres, Housing and Industrial Lands, and Local Centre concept Studies. A comprehensive communications and promotion campaign has encouraged broad community participation throughout the various phases of the CSP engagement and the exhibition period.</p> <p>Progress Associations have communicated matters of local interest through their newsletters including information forwarded by Council.</p>
2.6	DP & OP	Delivery Program and Operational Plan: these docs should be appended to the Community Strategic Plan to make it easier to see how the three sections dovetail. It's an extra chore to have to go and find these two docs when reading the CSP especially as these docs are vital to understanding the CSP.	The three documents once adopted will be published on Council's webpage at the Forms, Policies and Publications page. Council will be undertaking a complete

No	Plan	Comment	Council Response
			<p>website review in 2018/19 as indicated in the Operational Plan project 300971 <i>Review the provision of web services,</i> which will assist with ease of accessing the documents.</p>
2.7	OP	<p>Operational Plan 2018/19 We commend Council on its delivery plan for 2018/19 but note there is no item for the resurfacing of the footpath on the eastern side of Willoughby Rd, between Mowbray Rd and Harris St. We are disappointed that there is no provision to provide additional new planter boxes or tree plantings to enhance the streetscape in the shopping strip on the eastern side of Willoughby Rd, south of Harris St.</p>	<p>Investigation of concrete footpath replacement is underway. Additional planter boxes may be provided subject to compliance with local streetscape planning.</p>
3.0	CSP, DP & OP		<p>A 29 page submission was received via email addressing the Community Strategic Plan (CSP), Delivery Program (DP) and Operational Plan (OP). Comments 3.1- 3.7 (inclusive) below, specifically address comments to the Operational Plan 2018-2019 and Delivery Program 2017-2021.</p>
3.1	OP	<p>The Operational Plan is certainly what would be expected for the preparation of the Financial and other measures for the years. I am sure there is an explanation (maybe “Projects”) but there is a different figure in this document to that in the Financial Projections for 2018/19 \$27,635,000 and Operational Plan\$36,979,000. But there does not seem to be a consistency in terms/use.</p>	<p>The Long Term Financial Plan (LTFP) (with a capital figure of \$27.635M) is a rolling plan which is revised annually (last adopted in August 2017) and informed the 2018/19 Operational Plan and budget.</p>

No	Plan	Comment	Council Response
			<p>Page 33 of the Operational plan shows Council will spend \$33.9M on Capital (asset) spend.</p> <p>The difference between the LTFP and the Operational plan is largely accounted for by one project (Gore Hill Redevelopment) which due to a later than planned commencement. This was re-phased from 2017/18 into 2018/19.</p>
3.2	DP	<p><u>Delivery Program 2017 – 2021</u></p> <p>It is not clear what this adds to the Community Strategic Plan 2028 - the consultation has been in reverse order. Similar comments could be made about this document that has been made about the Community Strategic Plan 2028. If this is truly the Council i.e. Councillors/Board document it should be the primary document and be called the Council Strategic Plan with a Performance Framework etc. Then the Community document could assist in develop the specifics that would feed into the Operational Plan.</p> <p>Whatever:</p> <ol style="list-style-type: none"> 1. This document needs to be strategic stakeholder and outcome focussed 2. It needs Strategic Measures for setting of expectations and also for reporting back. <p>The Councillors (like Board) are elected by the ratepayers (like shareholders) to represent the ratepayers. If the Councillors are in touch with their constituency then they should, with guidance, be able to determine the strategic direction with the Council Executive assisting. This would include support say stakeholder analysis (including community) and assistance in getting a clear understanding of the financial – historical and projections.</p> <p>The framework from this process would certainly be the basis for community consultation.</p>	<p>The Delivery Program details the principal activities to be undertaken by the Council during its term to implement strategies established by the CSP.</p> <p>Council uses the NSW Integrated Planning and Reporting (IP&R) Framework as a basis for its community and management documents and speaks to community consultation requirements.</p> <p>Council notes that in addition to listing the initiatives and programs to be undertaken during the current Council term, the Delivery Program, relates each of these initiatives and existing services to the outcomes and priorities contained within the Community Strategic Planning document.</p>
3.3	CSP & OP	<p>OUR FUTURE WILLOUGHBY 2028</p> <p>3.e. There is not one financial commitment or budgetary provision in the Community Strategic Document that I can see (Note: Council has a “Cash</p>	<p>Under the IP&R Framework, the Resourcing strategy (Long Term Financial Plan, Workforce plan and Asset Management plan) ensures council has</p>

No	Plan	Comment	Council Response
		<p>Expense Cover Ratio” of 14 months against a LG benchmark of 3 months).</p> <ul style="list-style-type: none"> i Is the budget for 2018/19 going to change i.e. has this Community Strategic Plan changed the Councils “thinking” at all? ii If Council is serious about a strategy, say Solar Panels and Storage Batteries should they be providing incentives e.g. rate reduction (they have cash to do this); I believe WCC is going to build affordable housing iii The changing demographics and diversity surely has generated demand for this emerging population e.g. the Asian background generation are looking for extra curricular activities like music facilities which I understand are in shortage – should WCC be looking at providing facilities; iv We talk about the revitalisation of and inclusion of the “villages”. Is there any consideration in plans and funding? 	<p>sufficient resources to deliver on the CSP.</p> <p>The CSP, DP and OP were developed concurrently and the CSP informs both the Delivery Program (where Councillors have defined their areas of focus for the current term relative to the CSP outcomes) and the 2018/19 Operational Plan and budget (which is aligned to the delivery program and in turn to the CSP).</p> <p>The Long Term Financial Plan (LTFP) is a rolling plan which is revised annually (last adopted in August 2017) and informs the Operational Plan and budget. It also ensures that longer term initiatives and areas of focus (contained respectively in the Delivery Program and CSP) are funded and that Council remains financially sustainable in the long term.</p> <p>This concept is evident in the graphs provided by the respondent have provided on the LTFP in Appendix A to their submission.</p> <p>Some ratios, such as the Cash Expense Ratio mentioned in the submission, are distorted by the existence of restricted cash (to be held for a specific purpose) and are not reflective of Council’s efficient cash utilisation. At the end of 2017, \$102 Million of the total \$116 Million of cash</p>

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			<p>and investments (88%) was restricted for specific purposes. It is acknowledged that these factors and the impact on ratios could be explained in the plans.</p> <p>Council is spending \$2.94M on public domain (village) improvements, as shown in the 2018/19 Operational Plan.</p> <p>Council has a number of purpose-built and multi-purpose music and rehearsal facilities available for hire. Eligible community groups can apply for concessional hire through the facilities page of Council’s website.</p>
3.4	CSP & OP	<p>OUR FUTURE WILLOUGHBY 2028</p> <p>3 f. It is assumed that the 2018/19 budget is being prepared – this should be driven by the rolling over of the strategic plan not the reverse i.e. WCC Long Term Financial Plan should be rolled over and:</p> <ul style="list-style-type: none"> i. Councillors determine the 2018/19 “budget” and hopefully envelop ii. Review the plan especially assumptions and extend to 2027/28 iii. Incorporate the Community Strategic Plan “items” (see comment above). 	<p>The Long Term Financial Plan (LTFP) is a rolling plan which is revised annually (last adopted in August 2017) and informed the 2018/19 Operational Plan and budget.</p> <p>It also ensures that longer term initiatives and areas of focus (contained respectively in the Delivery Program and CSP) are funded and that Council remains financially sustainable in the long term.</p>
3.5	LTFP	<p>Outcomes - General</p> <p>A strategic plan should show the target/budget numbers for the current year as well as the projections which are rolled over annually. Are the Financial Projection numbers for 2018/19 going to be the budget (Targets), if not how will these be reviewed and rolled over (if rolled over, will the Financial Projections will go out to 2027/28) and take into account the</p>	<p>The Delivery Program details the principal activities to be undertaken by the Council during its term to implement strategies established by the Community Strategic Plan (CSP).</p>

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		<p>Community Strategic Plan 2028 (or is it business as usual). For example:</p> <ol style="list-style-type: none"> 1. Strategic growth numbers like planned dwelling growth, position growth, spend on open space etc. out to 2028 and reviewed annually in the rollover. 2. The strategies in achieving both the long term and short term (annual targets) numbers are critical. 3. As mentioned above how will this Community Strategic Plan 2028 alter the Financial Projections submitted in November 2017. For example, <ol style="list-style-type: none"> a. How are we going to achieve “Our City has lively village centres and a strong Central Business District (CBD) that we will celebrate and promote”. b. We have the financial projections to 2026/27 so for example where is the infrastructure expenditure in 2019/20 when renewal ratio jumps by 216% and how will this enable our “measures be achieved”. 	<p>The Financial Projection numbers contained in the Long Term Financial Plan (LTFP) (adopted in August 2017) formed the initial assumptions for the 2018/19 budget. These assumptions were analysed and changes in timing of projects and other environmental factors were communicated to Councillors during budget briefings. This process occurs annually resulting in a rolling financial plan which caters for change.</p> <p>Having been formulated in parallel with the CSP and Delivery Program, the 2018/19 budget is aligned to both of these plans.</p> <p>The new LTFP (currently undergoing annual revision) will further consider the out year impacts of the CSP and will re-confirm funding of the Delivery Program.</p>
3.6	OP	New autonomous buses have arrived for testing – will we see any of these in Chatswood or are we planning for them?	This is a new initiative and an emerging technology. Council recognises that this use is still progressing and will work with the Greater Sydney Commission and Transport for NSW. In December 2017, council endorsed a submission towards to the Draft Future Transport Strategy 2056.
3.7	LTFP	Effective Performance Management	

No	Plan	Comment	Council Response
		While Local Government BM's Ratio's are set and failure to meet these can raise concerns, what about massive "excess" deviations like Cash expense cover ratio, is this OK?. I would think a private sector organisation with this ratio would be concerned that they were not using the cash in the best interest of the company. These Ratio's are just that, Ratio's, and become measure when they are analysed and envelopes are set. As an example, in a commercial organisation the 3months might be the ideal position for cash utilisation, say 3.5 months should be target but anything over 4 months would be dangerous situation. Councillors need to make this call and set the envelopes.	Overall, these comments are acknowledged and Council is considering setting more specific target ranges for these ratios. However, some ratios, such as the Cash Expense Ratio mentioned in the submission, are distorted by the existence of restricted cash (to be held for a specific purpose) and are not reflective of Council's efficient cash utilisation. At the end of 2017, \$102 Million of the total \$116 Million of cash and investments (88%) was restricted for specific purposes.
4.0	CSP, DP & OP	2 page submission	A 2 page submission was received via email addressing the Community Strategic Plan (CSP), Delivery Program (DP) and Operational Plan (OP).
4.1	DP & OP	2. Alignment with associated documents It almost goes without saying that the CSP, Delivery Program and Operational Plan need to be tightly bound and interlinked. As an example, the alignment between Delivery Program and Operational Plan is well demonstrated on page 4 of the Delivery Plan, which notes the Council focus for the 2017-21 DP and how it is reflected into some of the key projects of the 2018/9 Operational Plan. To further reinforce the alignment it may be appropriate to number off the Strategic Plan components then reflect the application of the component by placing the applicable number against each individual project mentioned on that same page.	There are often multiple contributing projects towards a Delivery Program initiative. All Delivery Program and Operational Plan initiatives are linked to the Community Strategic Plan reference.
4.2	CSP & DP	3. Review opportunities What opportunities will there be to reallocate funding/change priorities etc? There has been a great deal of work put into the Operational Plan, but every Plan will change over	Under the IP&R Framework, Council must review the: - Community Strategic Plan after

No	Plan	Comment	Council Response
		<p>time so we need to understand the mechanism which will facilitate such amendments. Even at the highest level, the CSP will need periodic review lest it sit on a shelf and gather dust. The Operational Plan has very regular reporting requirements but review periods for the Delivery Program and CSP should also be specified – maybe annually for DP and biennially for CSP? These would fit in neatly with Council Terms.</p> <p>What flexibility is there around potential additions that are unbudgeted?</p> <p>How are funding carryovers treated? Eg Council has just approved \$231,000 for floodlights on Bicentennial Oval but this will not be spent in the current year. Is the important element the approval date rather than the expenditure date, such that this will not impact the 2018/9 Plan?</p>	<p>every Council election.</p> <ul style="list-style-type: none"> - Delivery Program each year, before preparing the Operational Plan. <p>Council has an opportunity to approve changes to the current operational plan and budget (including changes to the timing of projects and the inclusion of new projects) on a quarterly basis through the Quarterly Budget Review process. Any changes to the plan originally adopted by Council must be approved by Council in the year to which the operational plan and budget relates (so carry-over from the previous year needs to be specifically approved for inclusion in the 2018/19 plan previously adopted).</p>
4.3		<p>4. Resourcing</p> <p>The 2018/9 Projects and Capital Works program contained within the 2018/9 Operational Plan is both exciting and extremely ambitious. Are we confident of Council’s ability to effectively manage so many projects (232+ projects, with expenditure approx. \$37M)? Council Officers are to be applauded for planning such an extensive program, but even with the best of efforts the program is a huge task. Is it a case of “use it or lose it”, or could some of that program timing be a little less “lumpy”?</p>	<p>The capacity to execute on these plans was tested throughout the budget creation and moderation process and there is confidence that these projects can be achieved. The plan will be closely monitored throughout the year, at a minimum monthly. Council has an opportunity to approve changes to the current operational plan and budget (including changes to the timing or deferral of projects) on a quarterly basis through the Quarterly Budget Review</p>

No	Plan	Comment	Council Response
			process. Any changes will be publicly disclosed through this quarterly budget review process.

Received Letters addressed to the GENERAL MANAGER

There were no letters or emails addressed to the GENERAL MANAGER during the Public Exhibition period regarding the Draft Operations Plan 2018/19, Draft Delivery Program 2017-2021 and the Schedule of Fees and Charges

North Shore Times notification

The following notification was listed in the North Shore Times on the Willoughby City Council page on the 24 May and 7 June 2018, during the Public Exhibition period.

Public Notices

PUBLIC EXHIBITION OF DRAFT 2017-2021 DELIVERY PROGRAM, 2018/19 OPERATIONAL PLAN, BUDGET AND FEES AND CHARGES

The draft Delivery Program, Operational Plan, Budget and Fees and Charges will be on public exhibition from **15 May until 11 June, 2018** at www.haveyoursaywilloughby.com.au and at Council's Help & Service Centre, Level 4, 31 Victor Street, Chatswood and all Willoughby City libraries.

The community is invited to provide feedback online or in writing to "The General Manager, Willoughby City Council, PO Box 57 Chatswood NSW 2057".

All feedback will be considered before the final Delivery Program, Operational Plan, Budget and Fees and Charges are presented to Council for adoption in late June 2018.