North Sydney Council

DELIVERY PROGRAM
2022-2026

This plan reflects our intentions at the
time of publication. As with any plan or
budget, the actual results may vary from
that forecast.

Adopted June 2022

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RECOGNITION OF THE CAMMERAYGAL PEOPLE

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people

We recognise the Cammeraygal as the first owners of the area known today as North Sydney. We acknowledge that the alienation of their country occurred with a land grant in 1794 without consultation, treaty or compensation.

We are committed to showing respect for Cammeraygal and all First Nations Peoples through the acknowledgement of country at ceremonies, meetings, functions and events.

Archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, probably for thousands more. We treasure and seek to preserve the evidence of their presence here.

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long indigenous heritage of this place.

In recent years the spelling of Cammeraygal has varied to include Gammeraigal and Gai-maragal as our community has sought to more accurately reflect and honour the heritage of our First Nations people.

MAYOR'S MESSAGE

Since the start of the COVID pandemic in 2020, Council's open space has had a significant increase in use. Even as we have returned to more normal patterns of life, this increased use has continued, with residents and visitors using our parks and reserves for exercise, family activities and social catch ups. As the North Sydney Council area has significantly less open space per person than any other northern Sydney council, our open space is feeling the impact of this additional use.

Not surprisingly, open space is a focus for this Delivery Program, with expenditure directed to upgrading our parks and playgrounds to ensure they can cope with community demands. Where possible, we seek to increase our open space and sporting facilities and with this in mind we are allocating $1.47m to reconfigure Primrose Park and construct an additional full-sized playing field. Another $1m has been allocated to the Quarantine Launch Depot, so that we can improve access to the site and open it to public use and $1.4m will be spent to convert 1 Henry Lawson Avenue to parkland.

I believe we have reached a good balance between progressing our long term priorities, investment in premium parks and new open space, with improvements to the local facilities that we know you use and love. I hope you enjoy the improvements we have planned. I encourage you to get involved and have your say on the projects that matter to you when they go on exhibition.

Our focus in the coming years also includes implementing some of the excellent strategies we have recently developed including the Visitor Economy Strategy, the Ward Street Masterplan and the North Sydney Oval Plan of Management. We are also committed to ambitious environmental targets, including increasing our tree canopy, moving all of Council's property to renewable energy and progressing our cycling and pedestrian infrastructure.

We will do all of this with an eye to being sustainable - environmentally, financially, socially and in our governance. We will consider inclusivity in all our projects and we undertake to do everything with integrity and transparency. I am confident the projects and directions we have set will stand North Sydney in good stead for the years to come.

Zoë Baker

Cr Zoë Baker
Mayor of North Sydney

ACTING GENERAL MANAGER'S FOREWORD

It is always challenging for Council to determine the priorities in our Delivery Program. All the projects put up for consideration are worthy and it is not only difficult to choose one over another, but sometimes even to place one project ahead of another.

In allocating our scarce resources for this Delivery Program, we have aimed to progress work across a wide range of strategic areas. We're continuing our commitment to upgrade essential infrastructure such as seawalls and footpaths and will progress public domain upgrades in the CBD and improved lighting in our village centres.

Council's largest project for Year 1 of the Program will be the redevelopment of the North Sydney Olympic Pool which is currently under construction. With open space at a premium, we're also investing in improvements to parks and sporting facilities.

We've earmarked $1.2m in Year 2 to continue the improvements to St Leonards Park and $2.5m in Year 4 to upgrade the Bradfield Park foreshore. At the same time, we've allocated funding for the smaller improvements that can make a real difference, such as outdoor fitness equipment for Brennan Park, kayak storage in Milson Park and additional public toilets at the Coal Loader.

Over the next four years, Council will also be looking to the future. We will develop Masterplans for Cammeray Park and Public Art, undertake a comprehensive heritage review and develop a new planning framework for the Military Road corridor.

This Delivery Program also lays a strong foundation for maintaining and improving our existing services. Council is committed to delivering high quality outcomes and customer service, to finding innovative ways to deliver these services more efficiently and effectively and to using our resources wisely.

We are entering a challenging time. External factors such as the pandemic, climate change and world unrest have had unexpected impacts on everything from interest rates, to labour shortages and changes in community attitudes and behaviours. Council has proved itself to be flexible and innovative over the past few years and I am confident that we will continue to adapt to meet changing circumstances and maintain our services to the community.

Rob Emerson
Acting General Manager

OUR ELECTED REPRESENTATIVES

We look forward to working alongside our community to bring this plan to fruition.

ST LEONARDS WARD	CAMMERAYGAL WARD

Mayor
Cr Zoë Baker

Cr MaryAnn Beregi

Deputy Mayor
Cr William Bourke

Cr Jilly Gibson

Cr Dr Alanya Drummond

Cr Georgia Lamb

Cr Godfrey Santer

Cr Ian Mutton

Cr James Spenceley

Cr Shannon Welch

OUR NORTH SYDNEY

Working Population
Of the **72,224** people who work in North Sydney LGA:
- *14% live in the LGA
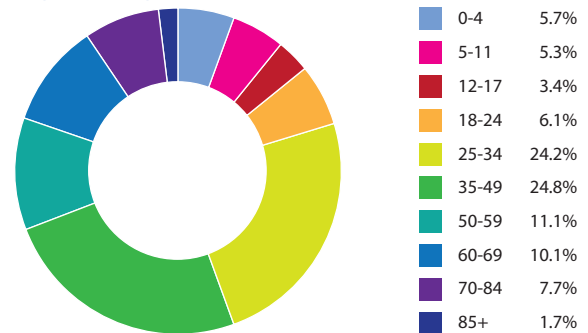- *86% live outside the LGA

Population Growth (ERP)

Year	Population
2016	72,037
2021	79,094
2036	84,422
2041	89,900

Population Density - People per hectare (PPH)

Area	PPH
North Sydney LGA	64.50
NSROC	9.35
Greater Sydney	3.90

Age Range
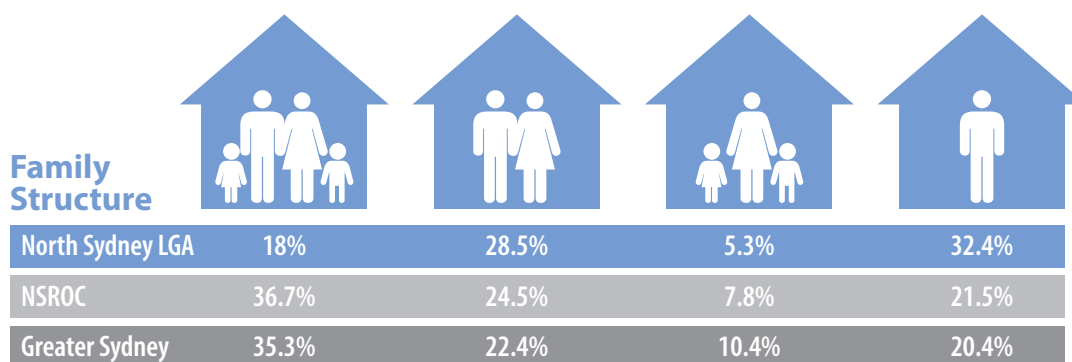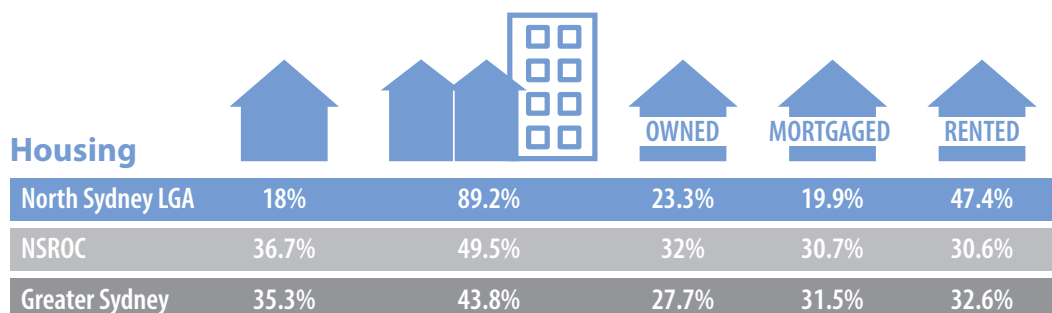
Age Group %

Age Group	%
0-4	5.7%
5-11	5.3%
12-17	3.4%
18-24	6.1%
25-34	24.2%
35-49	24.8%
50-59	11.1%
60-69	10.1%
70-84	7.7%
85+	1.7%

Family Structure

Area				
North Sydney LGA	18%	28.5%	5.3%	32.4%
NSROC	36.7%	24.5%	7.8%	21.5%
Greater Sydney	35.3%	22.4%	10.4%	20.4%

Housing

Area			OWNED	MORTGAGED	RENTED
North Sydney LGA	18%	89.2%	23.3%	19.9%	47.4%
NSROC	36.7%	49.5%	32%	30.7%	30.6%
Greater Sydney	35.3%	43.8%	27.7%	31.5%	32.6%

Transport to Work

Transport to Work	Car	Bus	Bicycle/Walk	Work from Home
North Sydney LGA	32.6%	39.8%	12%	5.9%
NSROC	47.1%	30.5%	5.5%	6.2%
Greater Sydney	56.6%	22.7%	4.8%	4.4%

Median Household Income $

North Sydney LGA	2,356
NSROC	2,218
Greater Sydney	1,745

0.3% ATSI origin

411 Homeless Persons (No.)
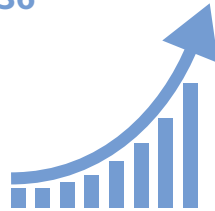
115,376 Local Jobs (NEIR 2021)

Job Targets by 2036

+15,600 to 21,000 North Sydney

+6,900 to 16,400 St Leonards/Crows Nest

Gross Regional Product (GRP)
(NEIR 2021)

$22.87 billion

15,382 Local Businesses (ABS 2021)

Top 5 Industries

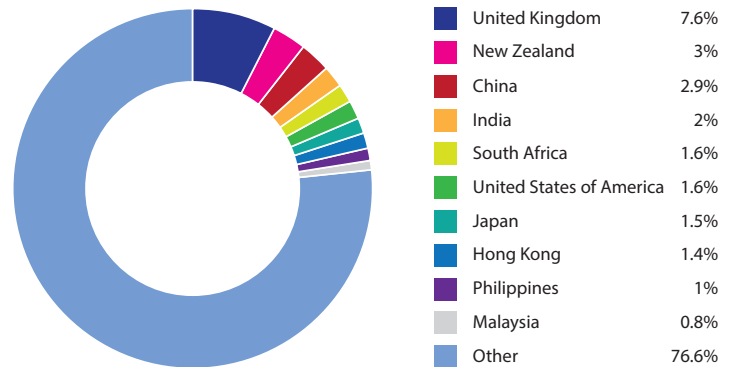**27.3%** Professional, Scientific and Technical Services

14.7% Rental, Hiring and Real Estate Services

13.9% Financial and Insurance Services

6.9% Construction

6.8% Health Care and Social Assistance

Born Overseas (Country of Origin)

United Kingdom	7.6%
New Zealand	3%
China	2.9%
India	2%
South Africa	1.6%
United States of America	1.6%
Japan	1.5%
Hong Kong	1.4%
Philippines	1%
Malaysia	0.8%
Other	76.6%

Languages Spoken other than English

- 3.4% Mandarin
- 2.5% Cantonese
- 1.8% Japanese
- 1.4% Spanish
- 1.1% French
- 89.9% Other

22% of residents speak a language other than English

Qualifications

Bachelor or Higher degree	25.8%
Advance Diploma or Diploma	11.9%
Information, Media and Telecommunications	6.4%
Accommodation and Food Services	6.2%
Education and Training	5.7%
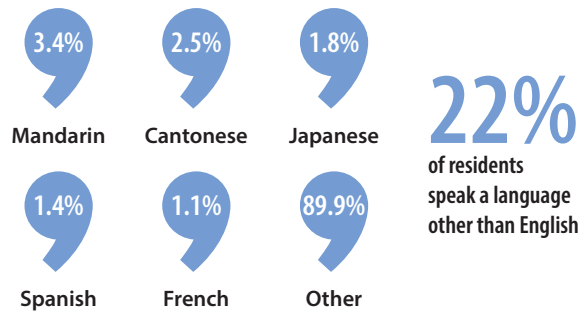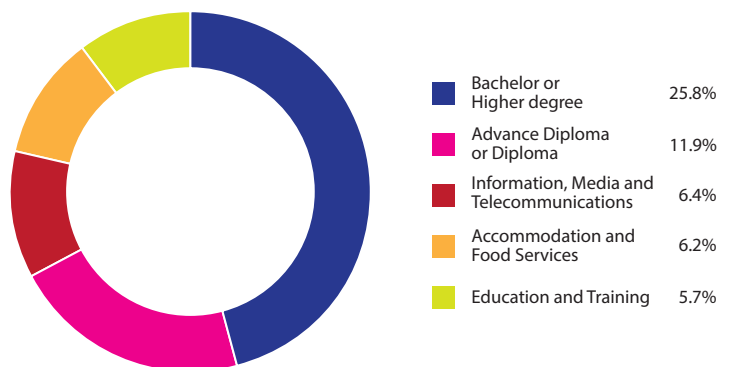
Schools

11 primary schools

10 secondary schools

2 tertiary institutions

Volunteering

21.5% of the North Sydney LGA population engage in some form of voluntary work

OUR COMMUNITY VISION

North Sydney is a welcoming, connected and resourceful community which acknowledges its past, enjoys the present and plans for our future. We respect our beautiful harbourside locale, its unique villages and much valued bushland and open spaces. We lead the way in sustainability.

OUR MISSION

To be leading edge in serving the community of North Sydney by caring for its assets, improving its appearance and delivering services to people in a financially, socially and environmentally responsible manner.

OUR CORPORATE VALUES

Sustainability
equity, preservation, justice and precaution

Community service
efficiency, effectiveness and responsiveness

Open government
transparency and accountability

Community participation
consultation and involvement

Ethical conduct
honesty and integrity

Justice
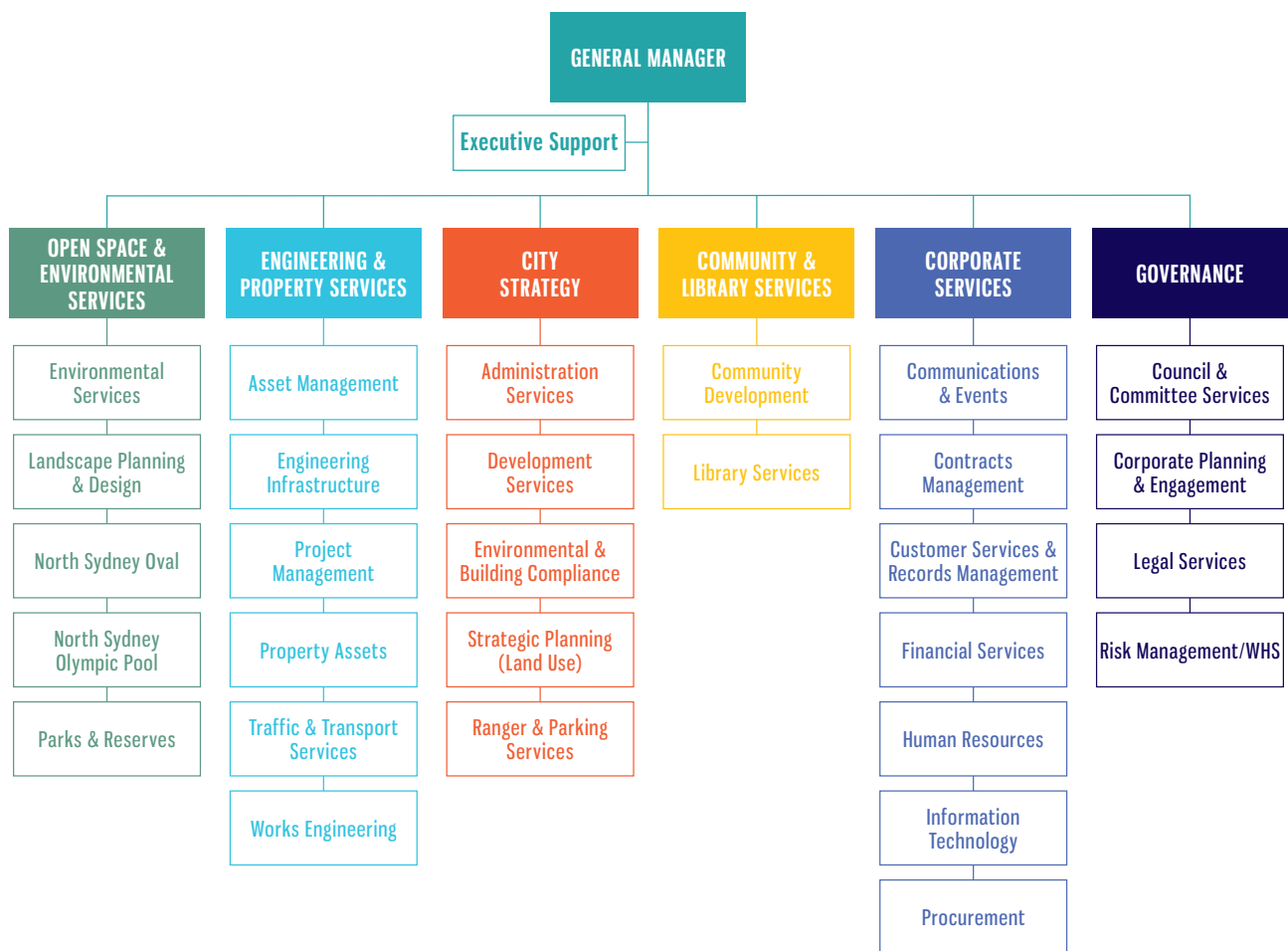fairness and equity

Quality
innovation and excellence

Teamwork
cooperation and respect

ORGANISATIONAL CHART

The organisational structure consists of six directorates (known as Divisions) and has seven senior staff including the General Manager.

GENERAL MANAGER

Executive Support

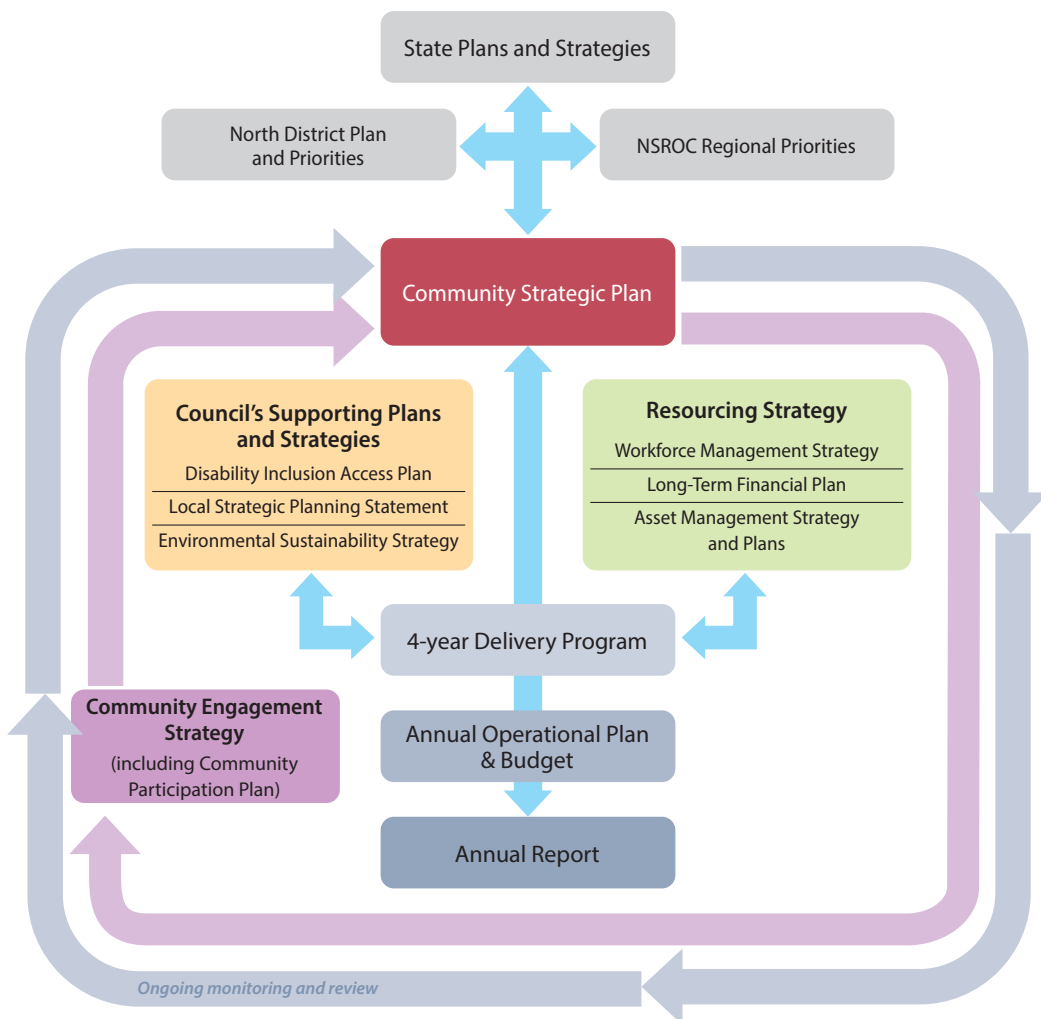| OPEN SPACE & ENVIRONMENTAL SERVICES	ENGINEERING & PROPERTY SERVICES	CITY STRATEGY	COMMUNITY & LIBRARY SERVICES	CORPORATE SERVICES	GOVERNANCE
Environmental Services	Asset Management	Administration Services	Community Development	Communications & Events	Council & Committee Services
Landscape Planning & Design	Engineering Infrastructure	Development Services	Library Services	Contracts Management	Corporate Planning & Engagement
North Sydney Oval	Project Management	Environmental & Building Compliance		Customer Services & Records Management	Legal Services
North Sydney Olympic Pool	Property Assets	Strategic Planning (Land Use)		Financial Services	Risk Management/WHS
Parks & Reserves	Traffic & Transport Services	Ranger & Parking Services		Human Resources	
	Works Engineering			Information Technology	
				Procurement	

INTRODUCTION

The North Sydney Community Strategic Plan - *North Sydney Vision 2040* - is Council's most important strategic document, and part of its suite of Integrated Planning and Reporting (IP&R) documents. Council uses the Community Strategic Plan to guide and inform its planning and decision making for the next ten years.

While Council is the key driver of the Community Strategic Plan, its implementation is the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing or resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. All supporting plans, activities and funding allocations are directly linked to the Community Strategic Plan as outlined in the following diagram.

State Plans and Strategies

North District Plan and Priorities

NSROC Regional Priorities

Community Strategic Plan

Council's Supporting Plans and Strategies
Disability Inclusion Access Plan
Local Strategic Planning Statement
Environmental Sustainability Strategy

Resourcing Strategy
Workforce Management Strategy
Long-Term Financial Plan
Asset Management Strategy and Plans

4-year Delivery Program

Community Engagement Strategy
(including Community Participation Plan)

Annual Operational Plan & Budget

Annual Report
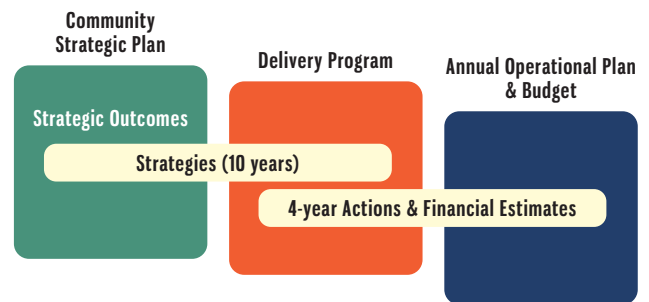
Ongoing monitoring and review

About the Delivery Program

Council outlines the actions it will undertake during its electoral term to contribute to the long-term strategies and desired outcomes of the Community Strategic Plan in the *Delivery Program 2022-2026*.

The Delivery Program covers the period 1 July 2022 to 30 June 2026 detailing the projects and services Council plans to undertake and the required budget and expenditure. It has been prepared by Council in accordance with Section 404 of the *Local Government Act 1993*. Council has drawn from stakeholder feedback in the preparation of the Community Strategic Plan including the *2020 Customer Satisfaction Survey* and project-based community consultation. The Delivery Program is also informed by Council's ten-year Resourcing Strategy.

The Resourcing Strategy focuses on long term financial planning, long term asset management planning and medium-term workforce management planning. It is the critical link between the Community Strategic Plan and the Delivery Program, detailing the provision of resources required to implement strategies established by the Community Strategic Plan for which Council is responsible.

Community Strategic Plan

Delivery Program

Annual Operational Plan & Budget

Strategic Outcomes

Strategies (10 years)

4-year Actions & Financial Estimates

STRATEGIC DIRECTIONS

The Delivery Program follows the same structure as the Community Strategic Plan. It includes five interrelated key themes known as Strategic Directions. Each Strategic Direction details the desired outcomes, and strategies that will be implemented to address the community's aspirations for its future. The Strategic Directions (not listed in any priority order) are:

1. Our Living Environment
2. Our Built Infrastructure
3. Our Innovative City
4. Our Social Vitality
5. Our Civic Leadership

The majority of activities contribute to a number of directions, however for the purpose of the Delivery Program activities have been allocated to the direction they contribute to the most. Each project and service is linked to one of the elements of the quadruple bottom line (QBL).
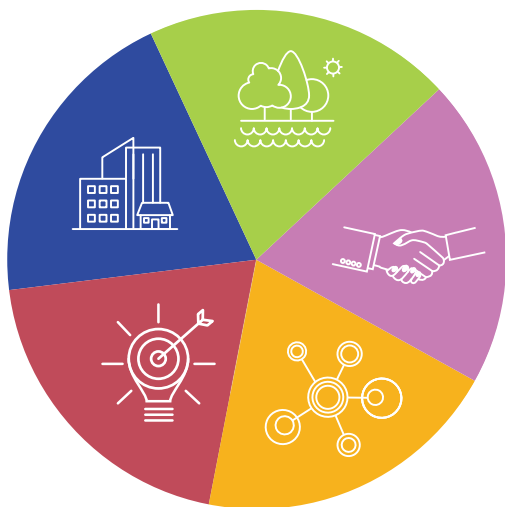
DIRECTION 1

OUR LIVING ENVIRONMENT

Climate change is recognised as a threat to the future of our community, requiring action by all levels of government. Our community minimises waste, maximises use of renewable energy and increases tree canopy to mitigate the impact.

Our natural environment supports biodiversity, through our bushland reserves, wildlife corridors and innovative foreshore management. Recreational facilities including parks, sporting fields and playgrounds support an active lifestyle for residents and visitors.

DIRECTION 2

OUR BUILT INFRASTRUCTURE

North Sydney's public spaces and village centres promote their unique character and provide vibrant and safe places for the community to gather and connect. Our built infrastructure and community assets follow sustainable design principles and meet the needs of our growing population.

Our community prioritises walking, cycling and public transport and people of all ages are comfortable riding in the area. Vehicle transport is supported by an effective and integrated transport and parking system.

DIRECTION 3

OUR INNOVATIVE CITY

Global investment and businesses are drawn to North Sydney because it is a centre of innovation, entrepreneurship and tourism. North Sydney CBD and St Leonards an important part of the Eastern Economic Corridor. The character of our local centres are enhanced to maximise vitality and tourism are balanced with maintaining residential amenity.

Land use planning and contemporary planning controls ensure the protection of historic buildings and places, and that new development respects North Sydney's distinct identity, heritage character and natural environment. Housing is accessible and affordable for all individuals and families.

DIRECTION 4

OUR SOCIAL VITALITY

Our community enjoys a healthy and active lifestyle, improved accessibility, wellbeing and safety, safety, and a life free from violence and crime. North Sydney is known for its vibrancy and cultural diversity, with markets, festivals, art and culture, events that connect the community.

Residents have access to the best health care and support services. Education opportunities are many and varied. Service providers, including Stanton Library deliver facilities that meet the community's changing cultural and educational needs. Local heritage and our First Nations history and culture is preserved, respected and celebrated.

DIRECTION 5

OUR CIVIC LEASERSHIP

Our community has confidence in North Sydney's strategic direction and trusts Council, along with partner organisations, to lead with integrity and demonstrate good governance. Council provides what the community needs now and plans for the needs of future generations. The community is actively engaged in the future direction of North Sydney in accordance with our long-standing commitment to "open government".

Council demonstrates transparency and leadership in its decision making, is accountable to the community, and respectful in its interactions. Council is the employer of first choice, attracting and retaining highly motivated and skilled employees, committed to providing the community with quality service.

Linking the Vision to Action

Strategic Directions - these are the big picture results that the community would like to achieve.

Outcomes - desired outcomes for each Direction. They are specific, focusing on the end result rather than how to get there i.e. they are the realisation of the Direction.

Strategies - guide the specific actions related to this plan, defining how to achieve the Outcomes. All stakeholders, including Council, are responsible for working towards the vision by achieving the long-term strategies. For its part, Council outlines what its responsible for and how it will achieve the vision through the provision of projects and services, as outlined in our Delivery Program and Resourcing Strategy.

Projects - are specific initiatives that Council proposes to implement to achieve each Strategy. Projects have a short-term focus, generally within a set budget and finite duration defined by planned start and finish dates.

Services - are the functions that Council carries out on an ongoing basis.

Financial Estimates - are the budget forecasts for the period of the plan. These are subject to review each year in accordance with preparation of each Operational Plan.

How to read the Plan

Each project is identified in a table as demonstrated below:

Code	4-digit number showing linkage to the strategies (3-digit) and outcomes (2-digit) of the Community Strategic Plan
Project	Description of each project
QBL Link	The quadruple bottom line (QBL) element the project relates to
Department	The Department (business unit) responsible for implementation of the project
Timing	The year the project will commence/continue and conclude

Each service is identified in a table as demonstrated below:

Code	Each service has been assigned a number (listed consecutively) and allocated under the outcomes (2-digit) of the Community Strategic Plan they most relate
Service	Name of each service
Description	Description of each service

BUDGETED INCOME STATEMENT

The information below shows the overall budget allocated to delivery of the plan. Over the page, the financial estimates are summarised by Direction.

	2022/23 Budget ($,000)	2023/24 Budget ($,000)	2024/25 Budget ($,000)	2025/26 Budget ($,000)
Income from continuing operations				
Revenue				
Rates and annual charges	72,409	73,800	75,226	76,688
Users fees and charges	29,592	33,996	34,847	35,718
Other revenue	9,087	9,810	10,118	10,356
Grants and contributions provided for operating purposes	5,457	5,462	4,955	5,061
Grants and contributions provided for capital purposes	8,024	3,058	14,659	3,060
Interest and investment income	1,384	1,339	1,289	1,289
Other income	5,881	6,714	6,883	7,056
Total income from continuing operations	**131,834**	**134,179**	**147,977**	**139,228**

	2022/23	2023/24	2024/25	2025/26
Expenses from continuing operations				
Employee benefits and on-costs	49,083	51,704	52,686	54,004
Materials and services	45,225	47,615	48,502	49,124
Borrowing costs	1,533	1,452	1,367	1,279
Depreciation and amortisation	23,937	25,387	25,588	25,790
Other expenses	3,475	3,560	3,648	3,740
Net losses from the disposal of assets	547	547	547	547
Total expenses from continuing operations	**123,800**	**130,265**	**132,338**	**134,484**

	2022/23	2023/24	2024/25	2025/26
Net operating result	**8,034**	**3,914**	**15,639**	**4,744**

	2022/23	2023/24	2024/25	2025/26
Net operating result before grants and contributions provided for capital purposes[1]	**10**	**856**	**980**	**1,684**

FINANCIAL ESTIMATES

	2022/23 Budget ($)	2023/24 Budget ($)	2024/25 Budget ($)	2025/26 Budget ($)
Direction 1: Our Living Environment				
Capital expenditure	6,447,500	3,850,000	5,253,000	4,246,000
Operating expenditure	33,230,178	36,638,858	37,555,500	38,496,102
Expenditure total	**39,677,678**	**40,488,858**	**42,808,500**	**42,742,102**
Capital income	-1,967,110	-	-	-
Operating income	-21,755,300	-25,481,300	-25,726,300	-25,975,800
Income total	**-23,722,410**	**-25,481,300**	**-25,726,300**	**-25,975,800**
Net income/Expenditure	**15,955,268**	**15,007,558**	**17,082,200**	**16,766,302**
Direction 2: Our Built Infrastructure				
Capital expenditure	61,897,972	20,246,078	18,922,000	18,913,900
Operating expenditure	16,559,978	16,938,541	17,227,978	17,658,632
Expenditure total	**78,457,950**	**37,184,619**	**36,149,978**	**36,572,532**
Capital income	-4,000,000	-	-	-
Operating income	-33,995,361	-35,826,735	-36,297,200	-37,143,500
Income total	**-37,995,361**	**-35,826,735**	**-36,297,200**	**-37,143,500**
Net income/Expenditure	**40,462,589**	**1,357,884**	**-147,222**	**-570,968**
Direction 3: Our Innovative City				
Capital expenditure	30,000	15,000	30,000	16,000
Operating expenditure	15,880,180	16,264,883	15,805,352	16,024,548
Expenditure total	**15,910,180**	**16,279,883**	**15,835,352**	**16,040,548**
Capital income	-	-	-	-
Operating income	-11,367,723	-11,779,477	-11,891,600	-12,189,100
Income total	**-11,367,723**	**-11,779,477**	**-11,891,600**	**-12,189,100**
Net income/Expenditure	**4,542,457**	**4,500,406**	**3,943,752**	**3,851,448**
Direction 4: Our Social Vitality				
Capital expenditure	628,500	641,100	673,700	689,700
Operating expenditure	9,011,151	9,338,121	9,469,304	9,812,642
Expenditure total	**9,639,651**	**9,979,221**	**10,143,004**	**10,502,342**
Capital income	-56,700	-58,000	-59,000	-60,000
Operating income	-1,176,786	-1,205,959	-1,235,259	-1,265,759
Income total	**-1,233,486**	**-1,263,959**	**-1,294,259**	**-1,325,759**
Net income/Expenditure	**8,406,165**	**8,715,262**	**8,848,745**	**9,176,583**
Direction 5: Our Civic Leadership				
Capital expenditure	1,439,198	594,200	608,700	624,100
Operating expenditure	22,463,246	23,015,669	23,955,885	23,909,776
Expenditure total	**23,902,444**	**23,609,869**	**24,564,585**	**24,533,876**
Capital income	-	-	-	-
Operating income	-55,515,110	-56,827,400	-58,168,000	-59,593,900
Income total	**-55,515,110**	**-56,827,400**	**-58,168,000**	**-59,593,900**
Net income/Expenditure	**-31,612,666**	**-33,217,531**	**-33,603,415**	**-35,060,024**

DIRECTION 1:
OUR LIVING ENVIRONMENT

WHERE DO WE WANT TO BE IN 2040?

Climate change is recognised as a threat to the future of our community, requiring action by all levels of government. Our community minimises waste, maximises use of renewable energy and increases tree canopy to mitigate the impact.

Our natural environment supports biodiversity, through our bushland reserves, wildlife corridors and innovative foreshore management. Recreational facilities including parks, sporting fields and playgrounds support an active lifestyle for residents and visitors.

FINANCIAL SUMMARY

Direction 1: Our Living Environment		2022/23 Budget ($)	2023/24 Budget ($)	2024/25 Budget ($)	2025/26 Budget ($)
1.1 Protected, enhanced and biodiverse natural environment					
Expenditure	Capital	-	-	-	-
	Operating	1,547,425	1,586,676	1,626,576	1,667,435
Expenditure Total		**1,547,425**	**1,586,676**	**1,626,576**	**1,667,435**
Income	Capital	-	-	-	-
	Operating	-4,830	-5,000	-5,100	-5,200
Income Total		**-4,830**	**-5,000**	**-5,100**	**-5,200**
Total		**1,542,595**	**1,581,676**	**1,621,476**	**1,662,235**
1.2 Environmentally sustainable community					
Expenditure	Capital	-	-	-	-
	Operating	20,304,771	20,761,502	21,281,138	21,814,719
Expenditure Total		**20,304,771**	**20,761,502**	**21,281,138**	**21,814,719**
Income	Capital	-	-	-	-
	Operating	-20,328,922	-20,441,800	-20,558,200	-20,678,000
Income Total		**-20,328,922**	**-20,441,800**	**-20,558,200**	**-20,678,000**
Total		**-24,151**	**319,702**	**722,938**	**1,136,719**
1.3 Clean and green places					
Expenditure	Capital	200,000	-	-	-
	Operating	1,927,980	1,976,313	2,026,086	2,077,003
Expenditure Total		**2,127,980**	**1,976,313**	**2,026,086**	**2,077,003**
Income	Capital	-	-	-	-
	Operating	-	-	-	-
Income Total		**-**	**-**	**-**	**-**
Total		**2,127,980**	**1,976,313**	**2,026,086**	**2,077,003**
1.4 Well utilised open space and recreational facilities					
Expenditure	Capital	6,247,500	3,850,000	5,253,000	4,246,000
	Operating	9,450,002	12,314,367	12,621,700	12,936,945
Expenditure Total		**15,697,502**	**16,164,367**	**17,874,700**	**17,182,945**
Income	Capital	-1,967,110	-	-	-
	Operating	-1,421,548	-5,034,500	-5,163,000	-5,292,600
Income Total		**-3,388,658**	**-5,034,500**	**-5,163,000**	**-5,292,600**
Total		**12,308,844**	**11,129,867**	**12,711,700**	**11,890,345**
Grand Total					
Total Expenditure	Capital	6,447,500	3,850,000	5,253,000	4,246,000
	Operating	33,230,178	36,638,858	37,555,500	38,496,102
Expenditure Total		**39,677,678**	**40,488,858**	**42,808,500**	**42,742,102**
Income	Capital	-1,967,110	-	-	-
	Operating	-21,755,300	-25,481,300	-25,726,300	-25,975,800
Income Total		**-23,722,410**	**-25,481,300**	**-25,726,300**	**-25,975,800**
Total		**15,955,268**	**15,007,558**	**17,082,200**	**16,766,302**

OUTCOME 1.1:
PROTECTED, ENHANCED AND BIODIVERSE NATURAL ENVIRONMENT

Strategy 1.1.1: Rehabilitate native bushland areas and fauna habitats to enhance biodiversity

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.1.1.01	Implement the Native Havens, Wildlife Watch and Adopt a Plot community participation programs	ENV	Environmental Services	●	●	●	●
1.1.1.02	Implement the Bushcare community workshops and events program	ENV	Environmental Services	●	●	●	●
1.1.1.03	Implement the Bushland Plan of Management	ENV	Environmental Services	●	●	●	●
1.1.1.04	Implement the Bushland Rehabilitation Plans	ENV	Environmental Services	●	●	●	●
1.1.1.05	Review the Natural Area Survey	ENV	Environmental Services	●	●	●	●

Strategy 1.1.2: Increase awareness of biodiversity conservation through education and community partnerships

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.1.2.01	Implement the Coal Loader Centre for Sustainability Business Plan	ENV	Environmental Services	●	●	●	●
1.1.2.02	Manage the Streets Alive Program	ENV	Environmental Services	●	●	●	●

Strategy 1.1.3: Implement strategies that encourage healthy local waterways

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.1.3.01	Support the HarbourCare volunteer program	ENV	Environmental Services	●	●	●	●
1.1.3.02	Implement water quality improvement programs	ENV	Environmental Services	●	●	●	●

Code	Service	Description
S1	Bushland Program	Management of the Bushcare Program, e-newsletter and tree planting events
S2	Environment community news	Production of a Green, Streets Alive and Bushcare newsletter

OUTCOME 1.2:
ENVIRONMENTALLY SUSTAINABLE COMMUNITY

1.2.1 Reduce strain on natural resources through sustainable energy, water and waste reduction practices

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.2.1.01	Explore options for improved resource recovery and alternative waste treatment	ENV	Environmental Services	●	●	●	●
1.2.1.02	Implement the Green Events and Community Workshops Program	ENV	Environmental Services	●	●	●	●
1.2.1.03	Trial and assess the viability of the community tool library at the Coal Loader Sustainability Centre	ENV	Environmental Services	●			
1.2.1.04	Implement energy and water conservation community and business education programs	ENV	Environmental Services	●	●	●	●
1.2.1.05	Implement the Community Waste Education Program	ENV	Environmental Services	●	●	●	●
1.2.1.06	Reduce energy and water use to reach reduction goals	ENV	Environmental Services	●	●	●	●
1.2.1.07	Increase Council's renewable energy capacity	ENV	Environmental Services	●	●	●	●
1.2.1.08	Participate in the NSROC Waste Strategy	ENV	Environmental Services	●	●	●	●
1.2.1.09	Support the Fire Service in the management of bushfire risk	ENV	Environmental Services	●	●	●	●
1.2.1.10	Contribute to the development of the Mosman-North Sydney Local Emergency Management Plan	ENV	Environmental Services	●	●	●	●

Strategy 1.2.2: Deliver the declaration to reduce the drivers of climate change and to prepare for the inevitable impacts to come

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.2.2.01	Implement the Environmental Sustainability Strategy Action Plan	ENV	Environmental Services	●	●	●	●
1.2.2.02	Coordinate a Sustainability Festival at the Coal Loader	ENV	Environmental Services	●			

Code	Service	Description
S3	Environmental grant program administration	Administer and project manage the environmental grant programs to local schools
S4	Waste management	Removal of dumped rubbish, emptying public bins, managing clean up bookings and subsequent removal
S5	Pest management	Management of pest animals through appropriate control measures
S6	Street cleaning	Cleaning streets in accordance with the approved schedule, service level agreements and budgets

OUTCOME 1.3:
CLEAN & GREEN PLACES

Strategy 1.3.1: Expand urban tree canopy incorporating sustainable native management

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.3.1.01	Implement the Street Tree Strategy	ENV	Parks & Reserves	●	●	●	●
1.3.1.02	Implement the Urban Forest Strategy	ENV	Parks & Reserves	●	●	●	●

Strategy 1.3.2: Encourage community gardening and hard surface greening, including rooftop gardens

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.3.2.01	Support the development of community gardens, rooftop and hard surface greening	ENV	Environmental Services	●	●	●	●

Strategy 1.3.3: Advocate for infrastructure that assists with greening initiatives, including powerline undergrounding

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.3.3.01	Underground overhead powerlines as opportunities arise	ENV	Environmental Services	●	●	●	●

Code	Service	Description
S7	Tree preservation order administration	Assessment of pruning and tree removal applications in accordance with policy and service level agreements

OUTCOME 1.4:
WELL UTILISED OPEN SPACE AND RECREATIONAL FACILITIES

Strategy 1.4.1: Protect, enhance and expand public open space and foreshore access

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.4.1.01	Install additional public toilets at the Coal Loader	SOC	Environmental Services	●	●	●	
1.4.1.02	Finalise Plans of Management in line with the new Department of Crown Lands process	ENV	Landscape Planning & Design	●	●	●	●
1.4.1.03	Install a pop-up bar, shade system and resurface tunnel number 2 at the Coal Loader	SOC	Landscape Planning & Design	●			
1.4.1.04	Review the St Leonards Park Plan of Management	ENV	Landscape Planning & Design	●	●	●	●
1.4.1.05	Upgrade the amenities block at Berry Island	SOC	Landscape Planning & Design	●	●	●	●
1.4.1.06	Upgrade the Prior Avenue Playground	SOC	Landscape Planning & Design	●			
1.4.1.07	Implement the Hume Street Park Expansion Project	SOC	Landscape Planning & Design	●			
1.4.1.08	Convert 1 Henry Lawson Ave to community parkland	SOC	Landscape Planning & Design	●	●		
1.4.1.09	Replace existing step tower in Sawmillers Reserve	SOC	Parks & Reserves		●		
1.4.1.10	Install a new irrigation system at Bon Andrews Oval	ENV	Parks & Reserves		●		
1.4.1.11	Install drainage improvements to all sports fields at Primrose Park	ENV	Landscape Planning & Design		●		
1.4.1.12	Upgrade Dowling Street Reserve	SOC	Landscape Planning & Design			●	
1.4.1.13	Restore Lady Gowrie Lookout	SOC	Landscape Planning & Design		●		
1.4.1.14	Upgrade Bradfield Park foreshore	SOC	Landscape Planning & Design			●	
1.4.1.15	Renovate the Waverton Park amenities building	SOC	Landscape Planning & Design			●	
1.4.1.16	Implement the St Leonards Park Masterplan	SOC	Landscape Planning & Design	●	●		
1.4.1.17	Upgrade Grasmere Reserve Playground	SOC	Landscape Planning & Design			●	
1.4.1.18	Upgrade Lodge Road Cremorne playground	SOC	Landscape Planning & Design		●		
1.4.1.19	Upgrade St Leonards Park Playground	SOC	Landscape Planning & Design	●			
1.4.1.20	Upgrade parks pathways, fences, furniture and signs	SOC	Parks & Reserves	●	●	●	●
1.4.1.21	Prepare the Cammeray Park Masterplan	SOC	Landscape Planning & Design	●			

Strategy 1.4.2: Provide infrastructure to encourage and support participation in healthy, physical activity and recreation for all

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.4.2.01	Install outdoor fitness equipment in Brennan Park	SOC	Parks & Reserves	●			
1.4.2.02	Install kayak storage facilities in Milson Park	SOC	Parks & Reserves	●			
1.4.2.03	Install kayak storage facilities and associated access in John St open space	SOC	Parks & Reserves		●		
1.4.2.04	Install kayak storage facilities and associated access at Tunk's Park	SOC	Parks & Reserves		●		
1.4.2.05	Install small watercraft storage facilities and associated access at Anderson Park	SOC	Parks & Reserves			●	
1.4.2.06	Install a new cricket wicket at Forsyth Park	SOC	Parks & Reserves	●			
1.4.2.07	Install outdoor fitness equipment in Berry Island Reserve	SOC	Parks & Reserves		●		
1.4.2.08	Install outdoor fitness equipment in Bradfield Park	SOC	Parks & Reserves			●	
1.4.2.09	Upgrade the senior playground in Green Park	SOC	Parks & Reserves		●		
1.4.2.10	Upgrade synthetic surface in Bradfield Park	SOC	Parks & Reserves		●		
1.4.2.11	Reconstruct the Tunks Park turf cricket wicket table	SOC	Parks & Reserves			●	
1.4.2.12	Replace synthetic turf at Cammeray Park	SOC	Parks & Reserves			●	
1.4.2.13	Undertake community consultation and install an additional full-size playing field at Primrose Park	SOC	Parks & Reserves	●	●		
1.4.2.14	Recommence operations at North Sydney Olympic Pool	SOC	North Sydney Olympic Pool	●	●		

Strategy 1.4.3: Attract a variety of sporting and community events to North Sydney, including North Sydney Oval

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.4.3.01	Identify major regional and sporting events suited to North Sydney and prepare bids to secure them	SOC	North Sydney Oval	●	●	●	●
1.4.3.02	Implement the North Sydney Oval Business Plan	SOC	North Sydney Oval	●	●	●	●
1.4.3.03	Improve media equipment at the Mollie Dive Centre for conferences and events	SOC	North Sydney Oval	●			
1.4.3.04	Refurbish public toilets at North Sydney Oval	SOC	North Sydney Oval			●	
1.4.3.05	Replace seats at North Sydney Oval	SOC	North Sydney Oval			●	

Code	Service	Description
S8	Recreation and sport facilities and programs	Administration and project management of capital works programs. Provision of recreational, and sporting facilities
S9	Recreation planning	Provision of planning and advice on the management of Council's open space
S10	North Sydney Pool fitness centre and swim school programs	Provision of health and fitness programs; Learn to Swim and swimming development programs at North Sydney Olympic Pool
S11	Mollie Dive Function Centre	Management of the Mollie Dive Function Centre
S12	MacCallum Pool	Provision of outdoor ocean pool for public recreational and fitness use
S13	Open space, facilities and streetscape maintenance	Maintenance of open space, recreation facilities and streetscapes
S14	Weed control	Monthly treatment of weeds in footpaths and roundabouts across the LGA

Strategy 1.4.4: Advocate for new visionary and quality open and green spaces

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.4.4.01	Improve access to the Quarantine Boat Depot site and prepare for public use	SOC	Landscape Planning & Design	●			
1.4.4.02	Reintegrate the former Waverton Bowling Club site into Waverton Park (subject to land claim)	SOC	Landscape Planning & Design	●	●		

Strategy 1.4.5: Advocate on behalf of the community at all levels of government against negative impacts on our environment arising from development and major infrastructure projects

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
1.4.5.01	Work with TfNSW to ensure the Western Harbour Tunnel Beaches Link project does not reduce open space at Cammeray Park	SOC	Landscape planning & Design	●	●	●	●

DIRECTION 2: OUR BUILT INFRASTRUCTURE

WHERE DO WE WANT TO BE IN 2040?

North Sydney's public spaces and village centres promote their unique character and provide vibrant and safe places for the community to gather and connect. Our built infrastructure and community assets follow sustainable design principles and meet the needs of our growing population.

Our community prioritises walking, cycling and public transport and people of all ages are comfortable riding in the area. Vehicle transport is supported by an effective and integrated transport and parking system.

FINANCIAL SUMMARY

Direction 2: Our Built Infrastructure		2022/23 Budget ($)	2023/24 Budget ($)	2024/25 Budget ($)	2025/26 Budget ($)
2.1 Infrastructure and assets meet diverse community needs					
Expenditure	Capital	57,292,972	16,243,478	15,315,000	15,684,500
	Operating	12,856,912	13,144,565	13,469,768	13,807,219
Expenditure Total		**70,149,884**	**29,388,043**	**28,784,768**	**29,491,719**
Income	Capital	-4,000,000	-	-	-
	Operating	-25,044,586	-26,866,910	-27,256,900	-27,891,500
Income Total		**-29,044,586**	**-26,866,910**	**-27,256,900**	**-27,891,500**
Total		**41,105,298**	**2,521,133**	**1,527,868**	**1,600,219**
2.2 Vibrant public domains and villages					
Expenditure	Capital	3,180,000	2,577,600	2,182,000	1,921,400
	Operating	1,114,500	1,141,100	1,168,800	1,197,500
Expenditure Total		**4,294,500**	**3,718,700**	**3,350,800**	**3,118,900**
Income	Capital	-	-	-	-
	Operating	-763,000	-769,600	-776,300	-783,000
Income Total		**-763,000**	**-769,600**	**-776,300**	**-783,000**
Total		**3,531,500**	**2,949,100**	**2,574,500**	**2,335,900**
2.3 Prioritise sustainable and active transport					
Expenditure	Capital	300,000	300,000	300,000	154,000
	Operating	113,719	116,649	119,560	122,544
Expenditure Total		**413,719**	**416,649**	**419,560**	**276,544**
Income	Capital	-	-	-	-
	Operating	-64,000	-64,000	-64,000	-64,000
Income Total		**-64,000**	**-64,000**	**-64,000**	**-64,000**
Total		**349,719**	**352,649**	**355,560**	**212,544**
2.4 Efficient traffic mobility and parking					
Expenditure	Capital	1,125,000	1,125,000	1,125,000	1,154,000
	Operating	2,474,847	2,536,227	2,469,850	2,531,369
Expenditure Total		**3,599,847**	**3,661,227**	**3,594,850**	**3,685,369**
Income	Capital	-	-	-	-
	Operating	-8,123,775	-8,126,225	-8,200,000	-8,405,000
Income Total		**-8,123,775**	**-8,126,225**	**-8,200,000**	**-8,405,000**
Total		**-4,523,928**	**-4,464,998**	**-4,605,150**	**-4,719,631**
Grand Total					
Total Expenditure	Capital	61,897,972	20,246,078	18,922,000	18,913,900
	Operating	16,559,978	16,938,541	17,227,978	17,658,632
Expenditure Total		**78,457,950**	**37,184,619**	**36,149,978**	**36,572,532**
Income	Capital	-4,000,000	-	-	-
	Operating	-33,995,361	-35,826,735	-36,297,200	-37,143,500
Income Total		**-37,995,361**	**-35,826,735**	**-36,297,200**	**-37,143,500**
Total		**40,462,589**	**1,357,884**	**-147,222**	**-570,968**

OUTCOME 2.1:
INFRASTRUCTURE AND ASSETS MEET DIVERSE COMMUNITY NEEDS

Strategy 2.1.1 Expand and adapt our community's infrastructure to meet future needs

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.1.1.01	Review the Asset Management Plans per asset class	SOC	Asset Management	●	●	●	●
2.1.1.02	Implement the Asset Management Plans per asset class	SOC	Asset Management	●	●	●	●
2.1.1.03	Review the Asset Management Strategy	SOC	Asset Management			●	
2.1.1.04	Implement the Asset Management Strategy	SOC	Asset Management	●	●	●	●
2.1.1.05	Redevelop the North Sydney Olympic Pool complex	SOC	Project Management	●			
2.1.1.06	Identify commercial opportunities on Council's land and building assets	SOC	Property Assets	●	●	●	●
2.1.1.07	Undertake property renewal projects	SOC	Property Assets	●	●	●	●
2.1.1.08	Implement transport and traffic infrastructure capital works program	SOC	Works Engineering	●	●	●	●

Strategy 2.1.2: Promote resilience and plan for and respond to large scale emergencies

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.1.2.01	Prepare the Flood Study	SOC	Engineering Infrastructure	●	●	●	●
2.1.2.02	Review the Joint Emergency Plans	SOC	Property Assets	●	●	●	●

Code	Service	Description
S15	Local Emergency Management Committee	Chairing the Local Emergency Management Committee.
S16	SES facilities management	Maintenance of SES headquarters and equipment in an operational condition.
S17	Respond to emergencies	Respond to emergencies as they arise

Strategy 2.1.3: Advocate for and increase community access to public and private infrastructure

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.1.3.01	Advocate for improved state infrastructure and funding for maintenance and improvement of community assets	SOC	Asset Management	●	●	●	●

Code	Service	Description
S18	Asset management system management and maintenance	Maintain Council's asset management system, and all asset reporting through Council's fully integrated Corporate Asset Management System (CAMs).
S19	Banner program	Management of seasonal banners and event banners and installation of banner poles

Code	Service	Description
S20	Bus shelters	Provision of bus shelters
S21	Capital Renewal Program - building construction	Overseeing the resourcing, budgeting, staff skill sets, planning, project management and contract management services for Council's Engineering Infrastructure assets
S22	Car parking stations maintenance and management	Maintenance and management of Council's car parks including capital works projects, equipment, contract management and revenue in accordance with the adopted fees and charges
S23	Community facilities management	Provision and maintenance of community facilities
S24	Council building cleaning and maintenance	Cleaning and Maintenance of Council owned buildings and facilities in accordance with contract cleaning arrangements
S25	Council buildings lease management	Management of Council's commercial property portfolio through a third party service provider to maximise return with minimum risk to Council. Oversee the management of revenue raised through the property portfolio in accordance with the adopted fees and charges
S26	Footpaths, stairs and cycleways maintenance	Inspection, maintenance and renewal of Council's Footpaths, Stairs and Cycleways
S27	Gateway treatments	Investigation and renewal of gateway treatments
S28	Graffiti removal	Removal of reported graffiti from public and private property and identified priority sites in accordance with Council's Graffiti Removal Policy
S29	Infrastructure levy program administration	Administration and project management of all capital works programs that are funded through the infrastructure levy
S30	Infrastructure maintenance	Implementation of the infrastructure maintenance program in accordance with Council's Asset Management Plans
S31	Infrastructure management and construction	Planning, project management and renewal of infrastructure in accordance with Council's Asset Management Plans and the adopted Delivery Program and capital works budgets
S32	Infrastructure requests	Investigation and response to infrastructure requests in line with service level agreements
S33	Kerb and Gutter	Inspection, maintenance and renewal of Council's kerb and gutter infrastructure in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets

Code	Service	Description
S34	Marine Structures	Inspection, maintenance and renewal of Council's Marine Structures (timber boardwalks, jetties, boat ramps and seawalls) in accordance with Asset Management Plans, adopted Delivery Program and capital works budgets
S35	Outdoor dining and trading	Assessment of outdoor dining applications in accordance with Council's Outdoor Dining Policy and Council's Outdoor Licence Agreements
S36	Plant and fleet management	Management of Council's plant, equipment and fleet
S37	Pollution control device cleaning and maintenance	Inspection, cleaning, maintenance and renewal of Council's GPTs network in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets
S38	Project Management	Coordinate preparation of concept design briefs and plans in the program. Management of internal staff, stakeholders, consultants and contractors responsible for project delivery
S39	Retaining Walls	Inspection, maintenance and renewal of Council's Retaining Walls in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets
S40	Roads construction and maintenance	Planning, building and maintenance of local roads in accordance with Council's Asset Management Plans, the Delivery Program and capital works budgets
S41	Safety Barriers	Inspection, maintenance and renewal of Council's safety barriers in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets
S42	Signage and street sign and lines replacement	Maintenance of street and traffic lines and signs in accordance with the LATMs and Council's Asset Management Plans, Delivery Program and capital works budgets
S43	Stormwater/drainage management	Inspection, cleaning, maintenance and renewal of Council's stormwater and drainage network in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets
S44	Street furniture and Road infrastructure cleaning, maintenance and replacement	Cleaning, maintenance and replacement of Council owned street furniture and road infrastructure in accordance with Council's Asset Management Plans, Delivery Program and capital works budgets
S45	Vehicle and plant replacement and maintenance	Servicing and replacement of all Council vehicles and items of plant in accordance with the Asset Management Plans. Managing Council's Fleet and Plant Replacement Program

OUTCOME 2.2:
VIBRANT PUBLIC DOMAINS AND VILLAGES

Strategy 2.2.1: Enhance public domains and village streetscapes

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.2.1.01	Implement the Crows Nest Public Domain Masterplan	SOC	Engineering Infrastructure	●	●	●	●
2.2.1.02	Implement the Neutral Bay and Cremorne Public Domain Masterplan	SOC	Engineering Infrastructure	●	●	●	●
2.2.1.03	Implement the Kirribilli Village Centre Public Domain Masterplan	SOC	Engineering Infrastructure	●	●		
2.2.1.04	Implement the Blues Point Road McMahons Point Public Domain Masterplan	SOC	Engineering Infrastructure	●	●	●	●
2.2.1.05	Implement the St Leonards Public Domain Masterplan	SOC	Engineering Infrastructure	●	●	●	●
2.2.1.06	Implement the Public Amenities Strategy	SOC	Engineering Infrastructure	●	●	●	●

Strategy 2.2.2: Improve lighting and surveillance to make our public spaces safer

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.2.2.01	Prepare the Lighting Strategy	SOC	Engineering Infrastructure	●	●	●	●
2.2.2.02	Upgrade streetscape lighting in North Sydney CBD	SOC	Engineering Infrastructure	●	●	●	●
2.2.2.03	Upgrade lighting in village centres	SOC	Engineering Infrastructure	●	●	●	●
2.2.2.04	Upgrade lighting at pedestrian crossings	SOC	Traffic & Transport Operations	●	●	●	●

Code	Service	Description
S46	Streetscape Committees	Engagement with local businesses and Mainstreet Committee representatives, for the to manage the levies raised by Council and the preparation of capital works programs for the villages

OUTCOME 2.3:
PRIORITISE SUSTAINABLE AND ACTIVE TRANSPORT

Strategy 2.3.1: Incentivise use of sustainable and innovative public transport

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.3.1.01	Implement the Road Safety Action Plan including education and awareness programs	SOC	Traffic & Transport Operations	●	●	●	●
2.3.1.02	Participate in TfNSW Travel Choices Program	SOC	Traffic & Transport Operations	●	●	●	●

Strategy 2.3.2: Provide infrastructure to support sustainable, innovative and active transport

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.3.2.01	Investigate and apply for grant funding for new and upgraded traffic, pedestrian and cycling facilities	SOC	Traffic & Transport Operations	●	●	●	●
2.3.2.02	Implement community education campaigns that encourage use of active, public and other alternative modes of transport	SOC	Traffic & Transport Operations	●	●	●	●

Strategy 2.3.3: Provide a connected walking and cycling network for people of all ages and abilities

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.3.3.01	Review the Integrated Cycling Strategy (ICS)	SOC	Traffic & Transport Operations	●			
2.3.3.02	Implement the ICS Priority Route 2 - Active Transport at Young Street	SOC	Traffic & Transport Operations	●			
2.3.3.03	Implement the ICS Priority Route 3 - Active Transport pedestrian/cycleway program	SOC	Traffic & Transport Operations	●	●		

OUTCOME 2.4:
EFFICIENT TRAFFIC MOBILITY AND PARKING

Strategy 2.4.1: Reduce traffic through improved active and public transport

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.4.1.01	Implement the Local Area Traffic Management Action Plans	SOC	Traffic & Transport Operations	●	●	●	●

Strategy 2.4.2: Integrate on-street and off-street parking options in residential and commercial areas

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.4.2.01	Manage car share parking	SOC	Traffic & Transport Operations	●	●	●	●
2.4.2.02	Review the Council's Residents Parking Scheme	SOC	Traffic & Transport Operations	●	●		
2.4.2.03	Expand the parking meter network	SOC	Traffic & Transport Operations	●	●	●	●
2.4.2.04	Replace parking meters	SOC	Traffic & Transport Operations	●	●	●	●
2.4.2.05	Prepare the Parking Strategy	SOC	Strategic Planning			●	

Strategy 2.4.3: Better integrate major transport infrastructure into the local built environment

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
2.4.3.01	Partner with TfNSW and other agencies on the North Sydney Integrated Transport Program	SOC	Strategic Planning	●	●	●	●
2.4.3.02	Liaise with State Government Agencies to deliver Miller Place	SOC	Strategic Planning	●	●	●	●

Code	Service	Description
S47	Parking management	Oversee the management of on-street parking provisions in the North Sydney LGA
S48	Road and traffic permits	Assess, issue and regulate road and traffic permits for temporary third-party works. Manage road and traffic permit revenue in accordance with adopted fees and charges
S49	Street Lighting Improvement Program (SSROC)	Pursuit of improvements to North Sydney's street lighting network through the SSROC Street Lighting Improvement Program

Code	Service	Description
S50	Traffic Committee	Management and facilitation of North Sydney Council's Traffic Committee meetings, agendas and reports to Council
S51	Traffic Facilities - LATMs	Inspection, maintenance and renewal of Council's traffic facilities identified in LATMs and Council's Asset Management Plans for Traffic Facilities, adopted Delivery Program and capital works budgets
S52	Traffic grant applications	Preparation of funding grant submissions to TfNSW and federal government agencies for traffic and road safety projects
S53	Traffic investigations	Undertaking traffic investigations in accordance with the Traffic Committee and projects in Council's adopted LATMs
S54	Traffic management designs	Preparation of traffic management designs and documentation in accordance with the resolutions of Council's Traffic Committee and with the projects identified in Council's adopted LATMs

DIRECTION 3:
OUR INNOVATIVE CITY

WHERE DO WE WANT TO BE IN 2040?

Global investment and businesses are drawn to North Sydney because it is a centre of innovation, entrepreneurship and tourism. North Sydney CBD and St Leonards are an important part of the Eastern Economic Corridor. The character of our local centres are enhanced to maximise vitality and tourism are balanced with maintaining residential amenity.

Land use planning and contemporary planning controls ensure the protection of historic buildings and places, and that new development respects North Sydney's distinct identity, heritage character and natural environment. Housing is accessible and affordable for all individuals and families.

FINANCIAL SUMMARY

Direction 3: Our Innovative City		2022/23 Budget ($)	2023/24 Budget ($)	2024/25 Budget ($)	2025/26 Budget ($)
3.1 Our commercial centres are prosperous and vibrant					
Expenditure	Capital	-	-	-	-
	Operating	121,917	215,040	148,236	131,507
Expenditure Total		**121,917**	**215,040**	**148,236**	**131,507**
Income	Capital	-	-	-	-
	Operating	-	-	-	-
Income Total		-	-	-	-
Total		**121,917**	**215,040**	**148,236**	**131,507**
3.2 North Sydney is smart and innovative					
Expenditure	Capital	-	-	-	-
	Operating	-	-	-	-
Expenditure Total		-	-	-	-
Income	Capital	-	-	-	-
	Operating	-	-	-	-
Income Total		-	-	-	-
Total		-	-	-	-
3.3 Distinctive sense of place and design excellence					
Expenditure	Capital	30,000	15,000	30,000	16,000
	Operating	15,758,263	16,049,843	15,657,116	15,893,041
Expenditure Total		**15,788,263**	**16,064,843**	**15,687,116**	**15,909,041**
Income	Capital	-	-	-	-
	Operating	-11,367,723	-11,779,477	-11,891,600	-12,189,100
Income Total		**-11,367,723**	**-11,779,477**	**-11,891,600**	**-12,189,100**
Total		**4,420,540**	**4,285,366**	**3,795,516**	**3,719,941**
Grand Total					
Total Expenditure	Capital	30,000	15,000	30,000	16,000
	Operating	15,880,180	16,264,883	15,805,352	16,024,548
Expenditure Total		**15,910,180**	**16,279,883**	**15,835,352**	**16,040,548**
Income	Capital	-	-	-	-
	Operating	-11,367,723	-11,779,477	-11,891,600	-12,189,100
Income Total		**-11,367,723**	**-11,779,477**	**-11,891,600**	**-12,189,100**
Total		**4,542,457**	**4,500,406**	**3,943,752**	**3,851,448**

OUTCOME 3.1:
OUR COMMERCIAL CENTRES ARE PROSPEROUS AND VIBRANT

Strategy 3.1.1: Support existing and attract new and diverse businesses

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.1.1.01	Conduct the Business Network event series	ECO	Strategic Planning		●	●	●
3.1.1.02	Support the local Chambers of Commerce and peak bodies representing local businesses	ECO	Strategic Planning	●	●	●	●
3.1.1.03	Review the Economic Development Strategy	ECO	Strategic Planning		●		
3.1.1.04	Participate in the State Government's Easy to Do Business Program	ECO	Strategic Planning		●	●	●

Strategy 3.1.2: Enhance the night time and weekend economy

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.1.2.01	Identify achievable measures and strategies to enhance after hours activity	ECO	Strategic Planning		●	●	●

Strategy 3.1.3: Deliver sustainable tourism activity

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.1.3.01	Implement the Visitor Economy Strategy	ECO	Strategic Planning	●	●	●	●
3.1.3.02	Review the Visitor Economy Strategy	ECO	Strategic Planning		●		
3.1.3.03	Seek opportunities to engage in joint venture promotional initiatives with tourism industry operators	ECO	Strategic Planning	●	●	●	●

Strategy 3.1.4: Strengthen the North Sydney CBD's competitiveness and identity

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.1.4.01	Promote commercial centre activity in Council publications	ECO	Strategic Planning		●	●	●
3.1.4.02	Develop and implement North Sydney CBD land use and infrastructure plans	SOC	Strategic Planning	●	●	●	●
3.1.4.03	Implement the North Sydney CBD marketing campaign through targeted events, activations and communications	SOC	Communications & Events	●	●	●	●
3.1.4.04	Implement the North Sydney CBD Upgrade Program	SOC	Engineering Infrastructure	●	●	●	●

Code	Service	Description
S55	Business support	Council develops business capability to aid economic development through information sharing
S56	Economic development	Promotion and management of economic development in the LGA

OUTCOME 3.2:
NORTH SYDNEY IS SMART AND INNOVATIVE

Strategy 3.2.1: Deliver Smart City Strategies

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.2.1.01	Implement the Smart City Strategy	ECO	Information Technology	●	●	●	●

Strategy 3.2.2: Deliver and support smart, innovative services to the community

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.2.2.01	Trial free wifi in the CBD	ECO	Information Technology		●	●	●

OUTCOME 3.3:
DISTINCTIVE SENSE OF PLACE AND DESIGN EXCELLENCE

Strategy: 3.3.1 Leading strategic land use planning

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.3.1.01	Implement the Transport Strategy	SOC	Strategic Planning	●	●	●	●
3.3.1.02	Liaise and coordinate with TfNSW on the Western Harbour Tunnel and Beaches Link project	SOC	Strategic Planning	●	●	●	●
3.3.1.03	Advance land use projects and proposals	SOC	Strategic Planning	●	●	●	●
3.3.1.04	Respond to reforms in planning process and advocate on behalf of community	SOC	Strategic Planning	●	●	●	●
3.3.1.05	Respond to NSW Government and Greater Cities Commission planning reforms and initiatives	SOC	Strategic Planning	●	●	●	●
3.3.1.06	Prepare a new development framework and strategy for the Military Road Corridor	SOC	Strategic Planning	●	●	●	●
3.3.1.07	Update planning instruments in response to Council led local planning studies and strategies	SOC	Strategic Planning	●	●	●	●

Strategy 3.3.2: Improve urban design, amenity, accessibility, liveability and public domain

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.3.2.01	Monitor and review CBD and North Sydney Public Domain Strategies	SOC	Strategic Planning			●	
3.3.2.02	Undertake a Comprehensive Heritage Review	SOC	Strategic Planning		●	●	●
3.3.2.03	Implement the Ward Street Masterplan	SOC	Strategic Planning		●	●	●
3.3.2.04	Conduct the Design Excellence Panel	SOC	Development Services	●	●	●	●

Strategy 3.3.3: Advocate for and provide affordable housing

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.3.3.01	Partner with other levels of government and developers to improve the policy basis to increase affordable housing in North Sydney	SOC	Strategic Planning		●	●	●

Strategy 3.3.4: Manage and promote compliance

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
3.3.4.01	Manage the smoking ban in the CBD and the Chambers Precinct with education and enforcement	SOC	Ranger & Parking Services		●		

Code	Service	Description
S57	Abandoned trailers, trolleys and vehicles	Ensuring compliance with the compounding act, managing abandoned items in the LGA
S58	Acceptance of development applications	Acceptance and registration of development applications
S59	Companion animal management	Monitoring companion animal behaviours and action in accordance with the Companion Animal Act. Delivery of companion animal education. Resolving complaints about animals and inspection of premises with dangerous or restricted breed dogs
S60	Boarding house inspection program	Inspection of places for shared accommodation for occupant safety
S61	Building compliance investigations	Enforcement of building legislation. Investigating and monitoring development on private land to determine requirements for development approval, or legal action
S62	Building consents	Ensure building works meet approved building consents. Administering the occupancy provision of the Building Code of Australia. Issuing building certificates
S63	Commercial swimming pool inspection program	Commercial swimming pool inspection to ensure safety and hygiene
S64	Construction approvals	Issuing of construction certificates as a certifying authority as part of the building certification process including construction certificates, complying development certificates, occupation certificates, subdivision certificates, building certificates, swimming pool certificates
S65	Construction noise management program	Administering the provisions set out in Council's construction works management strategy
S66	Cooling tower inspection program	Inspection of all cooling towers and other warm water systems to ensure they are maintained appropriately
S67	Development assessment	Assessment and determination of applications for development consent. Administration of developer contributions
S68	Engineering approvals - driveway crossings	Assessment and determination of driveway crossing applications
S69	Environment and health investigations and audits	Responding to health or safety matters and unauthorised uses of land. Monitoring air and noise pollution compliance. Undertaking environmental audits and preparation of detailed reports on audits

Code	Service	Description
S70	Footpath approvals	Assessment and determination of footpaths and other works associated with development
S71	Heritage maintenance approvals	Assess and determine applications for heritage maintenance exemptions
S72	Hoarding permits	Issuing of hoarding permits on application
S73	North Sydney Local Planning Panel	State-mandated determining body authorised to determine development applications and other planning matters
S74	Parking enforcement	Provision of parking patrols and enforcement of laws relating to road rules. Education of public regarding road rules
S75	Compliance inspections	Inspection of public entertainment spaces and shared accommodation to ensure they are safe
S76	Planning codes and publications	Preparation of planning codes and publications
S77	Planning information and policy analysis	Provision of technical and strategic planning expertise to the public and councillors to support decision making
S78	Planning proposals	Consideration and preparation of planning proposals
S79	Pre-lodgement service	Provision of development application advice to development applicants prior to lodgement
S80	Regulatory approvals	Processing building, land use and subdivision consents in accordance with legislation
S81	Residential swimming pool inspection program	Inspection of residential swimming pools. Monitoring of compliance with legislation
S82	Section 10.7 planning certificates	Preparation and issuing of section 10.7 planning certificates on application
S83	Skin penetration premise inspection program	Inspection of all skin penetration premises
S84	Stormwater drainage connections	Assessment and determination of stormwater drainage connections with Council's system
S85	Strategic land use planning and advice	Development and implementation of strategies, policies and plans, such as the Local Environmental Plan, to guide land use and development. Preparation of strategic planning advice, plans and documents that control the use and development of land
S86	Transport planning	Advocacy and preparation of strategies and policies relating to transport
S87	urban design	preparation of urban design studies and review of significant proposals
S88	Wastewater on-site systems inspection program	Monitoring of compliance with legislation

DIRECTION 4:
OUR SOCIAL VITALITY

WHERE DO WE WANT TO BE IN 2040?

Our community enjoys a healthy and active lifestyle, improved accessibility, wellbeing and safety, safety, and a life free from violence and crime. North Sydney is known for its vibrancy and cultural diversity, with markets, festivals, art and culture, events that connect the community.

Residents have access to the best health care and support services. Education opportunities are many and varied. Service providers, including Stanton Library deliver facilities that meet the community's changing cultural and educational needs. Local heritage and our First Nations history and culture is preserved, respected and celebrated.

FINANCIAL SUMMARY

Direction 4: Our Social Vitality					
		2022/23 Budget ($)	**2023/24 Budget ($)**	**2024/25 Budget ($)**	**2025/26 Budget ($)**
4.1 North Sydney is connected, inclusive, healthy and safe					
Expenditure	Capital	139,000	140,000	161,000	165,100
	Operating	3,433,288	3,520,061	3,607,090	3,698,254
Expenditure Total		**3,572,288**	**3,660,061**	**3,768,090**	**3,863,354**
Income	Capital	-	-	-	-
	Operating	-936,586	-960,159	-983,859	-1,008,759
Income Total		**-936,586**	**-960,159**	**-983,859**	**-1,008,759**
Total		**2,635,702**	**2,699,902**	**2,784,231**	**2,854,595**
4.2 A centre for creativity and learning					
Expenditure	Capital	489,500	501,100	512,700	524,600
	Operating	5,143,073	5,372,111	5,404,859	5,645,402
Expenditure Total		**5,632,573**	**5,873,211**	**5,917,559**	**6,170,002**
Income	Capital	-56,700	-58,000	-59,000	-60,000
	Operating	-237,000	-242,600	-248,200	-253,800
Income Total		**-293,700**	**-300,600**	**-307,200**	**-313,800**
Total		**5,338,873**	**5,572,611**	**5,610,359**	**5,856,202**
4.3 North Sydney's history is preserved and recognised					
Expenditure	Capital	-	-	-	-
	Operating	434,790	445,949	457,355	468,986
Expenditure Total		**434,790**	**445,949**	**457,355**	**468,986**
Income	Capital	-	-	-	-
	Operating	-3,200	-3,200	-3,200	-3,200
Income Total		**-3,200**	**-3,200**	**-3,200**	**-3,200**
Total		**431,590**	**442,749**	**454,155**	**465,786**
Grand Total					
Total Expenditure	Capital	628,500	641,100	673,700	689,700
	Operating	9,011,151	9,338,121	9,469,304	9,812,642
Expenditure Total		**9,639,651**	**9,979,221**	**10,143,004**	**10,502,342**
Income	Capital	-56,700	-58,000	-59,000	-60,000
	Operating	-1,176,786	-1,205,959	-1,235,259	-1,265,759
Income Total		**-1,233,486**	**-1,263,959**	**-1,294,259**	**-1,325,759**
Total		**8,406,165**	**8,715,262**	**8,848,745**	**9,176,583**

OUTCOME 4.1:
NORTH SYDNEY IS CONNECTED, INCLUSIVE, HEALTHY AND SAFE

Strategy 4.1.1: Increase, celebrate and foster community connectedness, health, inclusivity and safety through services and programs

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.1.1.01	Review the Disability Inclusion Action Plan	SOC	Community Development	●			
4.1.1.02	Implement the Disability Inclusion Action Plan	SOC	Community Development	●	●	●	●
4.1.1.03	Explore partnership opportunities between Family Day Care and a local aged care facility	SOC	Community Development	●	●	●	●
4.1.1.04	Participate in Lower North Shore Child and Family Interagency	SOC	Community Development	●	●	●	●
4.1.1.05	Implement the Family and Children's Services Strategy	SOC	Community Development	●	●	●	●
4.1.1.06	Expand the Family Day Care service	SOC	Community Development	●	●	●	●
4.1.1.07	Support the local community centres	SOC	Community Development	●	●	●	●
4.1.1.08	Coordinate and promote multi-cultural activities	SOC	Community Development	●	●	●	●
4.1.1.09	Participate in the Lower North Shore Domestic Violence Network	SOC	Community Development	●	●	●	●
4.1.1.10	Provide access to translated information to the community	SOC	Community Development	●	●	●	●
4.1.1.11	Implement the Young People's Strategy	SOC	Community Development	●	●	●	●
4.1.1.12	Upgrade facilities and equipment at Planet X Youth Centre	SOC	Community Development	●	●	●	●
4.1.1.13	Provide services and activities to older people through community centres	SOC	Community Development	●	●	●	●
4.1.1.14	Implement the Older Persons Plan	SOC	Community Development	●	●	●	●
4.1.1.15	Provide social and affordable housing	SOC	Community Development	●	●	●	●
4.1.1.16	Promote health and wellbeing activities through arts programs	SOC	Community Development	●	●	●	●
4.1.1.17	Implement drug and alcohol minimisation strategies	SOC	Community Development	●	●	●	●
4.1.1.18	Participate in Local Liquor Accords	SOC	Community Development	●	●	●	●
4.1.1.19	Provide activities and resources to support wellbeing, mental health and community connection	SOC	Library Services	●	●	●	●

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.1.1.20	Implement the Stanton Library Masterplan	SOC	Library Services	●	●	●	●
4.1.1.21	Implement targeted promotional and marketing campaigns to increase awareness and engagement with library services	SOC	Library Services	●	●	●	●
4.1.1.22	Develop services, resources and activities that acknowledge and support cultural diversity in the community	SOC	Library Services	●	●	●	●
4.1.1.23	Implement initiatives that promote the library as a welcoming, diverse and inclusive space	SOC	Library Services	●	●	●	●
4.1.1.24	Increase the diversity of Stanton Library's collection	SOC	Library Services	●	●	●	●
4.1.1.25	Develop and review Joint Strategic Plans	SOC	Community Development	●	●	●	●
4.1.1.26	Review the North Sydney Community Awards program	SOC	Community Development	●			
4.1.1.27	Prepare the Community Development Strategy	SOC	Community Development	●			
4.1.1.28	Implement the Community Development Strategy	SOC	Community Development		●	●	●

Strategy 4.1.2: Reduce housing stress and homelessness particularly for vulnerable people and communities at risk, including sexual, domestic and family violence

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.1.2.01	Review the Affordable Housing Strategy	SOC	Community Development	●			
4.1.2.02	Implement the Affordable Housing Strategy	SOC	Community Development	●	●	●	●
4.1.2.03	Review the Homeless Strategy	SOC	Community Development	●	●		
4.1.2.04	Implement the Homeless Strategy	SOC	Community Development	●	●	●	●
4.1.2.05	Manage squalor, hoarding and homelessness enquiries with appropriate referrals	SOC	Community Development	●	●	●	●

Strategy 4.1.3: Utilise community skills and expertise through volunteering

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.1.3.01	Promote Volunteer Week	SOC	Community Development	●	●	●	●
4.1.3.02	Support annual events recognising volunteers	SOC	Community Development	●	●	●	●

Code	Service	Description
S89	Advice and referrals	Provision of advice and referrals in support of key target groups including young people, older people, people with a disability, Aboriginal and Torres Strait Islander people, multi-cultural communities, children and families
S90	Advice and Support	Provide advice and support to not-for-profit community groups and charities
S91	Alcohol free zones	Establishment and management of alcohol free zones and alcohol prohibited areas
S92	Art events	Art exhibitions including by local artists
S93	Arts and culture program	Implementation of annual arts and cultural events program. Implementation of Artists in Residence program
S94	Community grants	Provision of funding annually for non-profit community groups to support community projects. Determination of applications for community grants in accordance with policy
S95	Community information	Provision of accurate and up to date community information, including update of Community Information Directory Online, Community Directories and the Community Noticeboard Program
S96	Community safety programs	Facilitation of community safety elements with a wide range of programs
S97	James Milson Village	Contribute to strategic direction of James Milson Village
S98	Lower North Shore Multicultural Network meeting support	Co-convening of Lower North Shore Multicultural Network
S99	Public art	Commission and installation of public art
S100	Vacation care programs	Provision of recreational and leisure experiences for primary school aged children during school holidays

OUTCOME 4.2:
A CENTRE FOR CREATIVITY AND LEARNING

Strategy 4.2.1: Foster, support and increase creative arts

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.2.1.01	Identify and apply for grants funding for community arts and cultural sector projects	SOC	Community Development	●	●	●	●
4.2.1.02	Prepare the Public Arts Masterplan	SOC	Community Development	●			
4.2.1.03	Implement the Public Arts Masterplan	SOC	Community Development	●	●	●	●
4.2.1.04	Implement the Arts and Cultural Strategic Plan	SOC	Community Development	●	●	●	●

Strategy 4.2.2: Provide and support a diverse range of events and street life

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.2.2.01	Support local weekend markets	SOC	Community Development	●	●	●	●
4.2.2.02	Develop public programs and activities to support cultural celebrations and festivals in the community	SOC	Library Services	●	●	●	●
4.2.2.03	Coordinate and promote activities in Youth Week	SOC	Community Development	●	●	●	●
4.2.2.04	Coordinate and promote the annual North Sydney Seniors Festival	SOC	Community Development	●	●	●	●

Strategy 4.2.3 Provide diverse education and learning choices that meet growing needs

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.2.3.01	Provide training and equipment to build digital literacy skills in the community	SOC	Library Services	●	●	●	●
4.2.3.02	Improve customer access to the libraries online services	SOC	Library Services	●	●	●	●
4.2.3.03	Increase access to library services for all members of the community	SOC	Library Services	●	●	●	●
4.2.3.04	Provide programs to support literacy, writing and literary engagement across all ages	SOC	Library Services	●	●	●	●
4.2.3.05	Develop a reader's advisory program	SOC	Library Services	●	●	●	●
4.2.3.06	Support educational outcomes and encourage reading by developing relationships with local schools and teachers	SOC	Library Services	●	●	●	●
4.2.3.07	Review collections based on consultation and statistical data	SOC	Library Services	●	●	●	●

OUTCOME 4.3:
NORTH SYDNEY'S HISTORY IS PRESERVED AND RECOGNISED

Strategy 4.3.1: Celebrate North Sydney's history and heritage

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.3.1.01	Conduct public programs which increase awareness of local history and heritage	SOC	Library Services	●	●	●	●
4.3.1.02	Establish a specialist local history research and enquiry service	SOC	Library Services	●	●	●	●
4.3.1.03	Investigate a consolidated digital asset management system for heritage items	SOC	Library Services	●	●	●	●

Strategy 4.3.2: Protect and maintain historical sites, items and records

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.3.2.01	Manage Don Bank Museum, Sextons Cottage Museum and St Thomas' Rest Park	SOC	Library Services	●	●	●	●
4.3.2.02	Provide interpretive information on signs and plaques at historical sites	SOC	Library Services	●	●	●	●

Strategy 4.3.3: Promote awareness of North Sydney's First Nation's heritage

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
4.3.3.01	Coordinate and promote activities in Indigenous festivals	SOC	Community Development	●	●	●	●

Code	Service	Description
S101	Aboriginal heritage preservation and promotion	Maintenance, identification and preservation of Aboriginal heritage items and promotion of Aboriginal heritage in North Sydney through Council's partnership with the Aboriginal Heritage Office. Implementation of legislative requirements to ensure Aboriginal and archaeological heritage are conserved and valued
S102	Digital literacy program	Training for customers and staff in how to use a range of technologies
S103	Heritage preservation and promotion	Maintenance, identification, preservation and rehabilitation of heritage items and areas and promotion of heritage in North Sydney. Provision of information and advice for North Sydney heritage and heritage conservation
S104	Lending service	Provision of loans, inter branch delivery, and document delivery
S105	Library Information service	Provision of reference services, general enquiries and local history research
S106	Local heritage events	Holding of events to celebrate the history and heritage of the North Sydney area in conjunction with Heritage Week and History Week

Code	Service	Description
S107	North Sydney Heritage centre and museums	Provision of funding to Don Bank Museum to enable care of its heritage collection items, to provide lifelong learning and research. Collection, archiving and provision of primary and secondary material for historical research. Acquiring of items relevant to North Sydney for collections. Holding of events to celebrate the history and heritage of the North Sydney area. Provision of funding to the Nutcote Museum
S108	Special interest groups	Hosting of special interest groups at the library, including philosophy, English as a second language, book groups, knitting, Writer's and other discussion groups
S109	Stanton Library e-Bulletin	Production of a Stanton Library e-newsletter
S110	Writers@Stanton author talks	Provision of free talks by authors of popular interest, both fiction and non-fiction
S111	Home Library Service	Provide a selection and delivery service that enables access to library services for housebound and elderly residents and carers in the North Sydney LGA

DIRECTION 5:
OUR CIVIC LEADERSHIP

WHERE DO WE WANT TO BE IN 2040?

Our community has confidence in North Sydney's strategic direction and trusts Council, along with partner organisations, to lead with integrity and demonstrate good governance. Council provides what the community needs now and plans for the needs of future generations. The community is actively engaged in the future direction of North Sydney in accordance with our long-standing commitment to "open government".

Council demonstrates transparency and leadership in its decision making, is accountable to the community, and respectful in its interactions. Council is the employer of first choice, attracting and retaining highly motivated and skilled employees, committed to providing the community with quality service.

FINANCIAL SUMMARY

Direction 5: Our Civic Leadership					
		2022/23 Budget ($)	**2023/24 Budget ($)**	**2024/25 Budget ($)**	**2025/26 Budget ($)**
5.1 Lead North Sydney's strategic direction					
Expenditure	Capital	258,000	-	-	-
	Operating	6,952,808	7,027,953	7,606,855	7,138,712
Expenditure Total		**7,210,808**	**7,027,953**	**7,606,855**	**7,138,712**
Income	Capital	-	-	-	-
	Operating	-54,868,510	-56,164,600	-57,489,000	-58,897,600
Income Total		**-54,868,510**	**-56,164,600**	**-57,489,000**	**-58,897,600**
Total		**-47,657,702**	**-49,136,647**	**-49,882,145**	**-51,758,888**
5.2 Strong civic leadership and customer focussed services					
Expenditure	Capital	-	-	-	-
	Operating	7,061,534	7,246,440	7,453,069	7,614,008
Expenditure Total		**7,061,534**	**7,246,440**	**7,453,069**	**7,614,008**
Income	Capital	-	-	-	-
	Operating	-621,600	-637,200	-652,800	-669,500
Income Total		**-621,600**	**-637,200**	**-652,800**	**-669,500**
Total		**6,439,934**	**6,609,240**	**6,800,269**	**6,944,508**
5.3 Community is engaged in what Council does					
Expenditure	Capital	1,000	1,000	1,000	1,000
	Operating	1,245,110	1,275,952	1,307,341	1,340,069
Expenditure Total		**1,246,110**	**1,276,952**	**1,308,341**	**1,341,069**
Income	Capital	-	-	-	-
	Operating	-	-	-	-
Income Total		**-**	**-**	**-**	**-**
Total		**1,246,110**	**1,276,952**	**1,308,341**	**1,341,069**
5.4 Council services are efficient and easy to access					
Expenditure	Capital	1,180,198	593,200	607,700	623,100
	Operating	7,203,794	7,465,324	7,588,620	7,816,987
Expenditure Total		**8,383,992**	**8,058,524**	**8,196,320**	**8,440,087**
Income	Capital	-	-	-	-
	Operating	-25,000	-25,600	-26,200	-26,800
Income Total		**-25,000**	**-25,600**	**-26,200**	**-26,800**
Total		**8,358,992**	**8,032,924**	**8,170,120**	**8,413,287**
Grand Total					
Total Expenditure	Capital	1,439,198	594,200	608,700	624,100
	Operating	22,463,246	23,015,669	23,955,885	23,909,776
Expenditure Total		**23,902,444**	**23,609,869**	**24,564,585**	**24,533,876**
Income	Capital	-	-	-	-
	Operating	-55,515,110	-56,827,400	-58,168,000	-59,593,900
Income Total		**-55,515,110**	**-56,827,400**	**-58,168,000**	**-59,593,900**
Total		**-31,612,666**	**-33,217,531**	**-33,603,415**	**-35,060,024**

OUTCOME 5.1:
LEAD NORTH SYDNEY'S STRATEGIC DIRECTION

Strategy 5.1.1: Create effective working relationships between local, state and federal governments

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.1.1.01	Participate in regional partnerships through the NSROC	GOV	General Manager's Office	●	●	●	●
5.1.1.02	Develop and maintain links with government agencies and local members of state and federal parliament	GOV	General Manager's Office	●	●	●	●
5.1.1.03	Explore and or initiate partnerships when opportunities and funding present themselves	GOV	General Manager's Office	●	●	●	●
5.1.1.04	Following conduct of election request participation of Council on relevant external committees as required	GOV	Council & Committee Services		●		

Strategy 5.1.2: Plan to deliver the aspirations of our community

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.1.2.01	Promote the Community Strategic Plan to the community and staff	GOV	Corporate Planning & Engagement	●	●	●	●
5.1.2.02	Prepare progress reports against implementation of the Delivery Program/Operational Plan	GOV	Corporate Planning & Engagement	●	●	●	●
5.1.2.03	Implement the corporate Project Management Framework	GOV	Corporate Planning & Engagement	●	●		
5.1.2.04	Prepare the annual Operational Plan	GOV	Corporate Planning & Engagement	●	●	●	●
5.1.2.05	Undertake the Customer Satisfaction Survey	GOV	Corporate Planning & Engagement		●		
5.1.2.06	Prepare the State of North Sydney Report	GOV	Corporate Planning & Engagement		●		
5.1.2.07	Plan for the next review of the Community Strategic Plan	GOV	Corporate Planning & Engagement		●	●	
5.1.2.08	Prepare Corporate Service Reviews Framework	GOV	Corporate Planning & Engagement		●	●	

Strategy 5.1.3: Lead public debate on the future of local government

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.1.3.01	Advocate for changes as appropriate to advance local government in NSW, via submissions	GOV	General Managers Office	●	●	●	●
5.1.3.02	Work with NSROC to promote Council's position on matters of common interest	GOV	General Managers Office	●	●	●	●

Strategy 5.1.4: Manage financial resources effectively and responsibly, including exploring new revenue streams

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.1.4.01	Review the rating structure	GOV	Financial Services	●			
5.1.4.02	Review the Long Term Financial Plan in accordance with preparation of the annual Operational Plan	GOV	Financial Services	●	●	●	●
5.1.4.03	Undertake quarterly budget reviews to monitor financial performance	GOV	Financial Services	●	●	●	●
5.1.4.04	Implement the Payroll, Attendance and Leave Management Audit recommendations	GOV	Financial Services	●			
5.1.4.05	Deliver a Cloud based Long Term Financial Model	GOV	Financial Services	●	●		
5.1.4.06	Redesign the Chart of Accounts to support improved cost centre reporting	GOV	Financial Services	●	●		

Code	Service	Description
S112	Accounting administration	Payments and records for all financial transactions
S113	Rating, Annual Charges and other Revenue	Preparation and issuing of rates account notices, maintenance of rates records, administration of concession applications, administration and collection of accounts receivable, administration of grants received
S114	Annual reporting	Compilation, proofing and production of Council's annual report
S115	Corporate planning and reporting	Preparation, implementation and monitoring of Council's IPR framework. Collation of information on status of projects and services and preparation of reports for the Management Executive, Council and the community
S116	Creditor and payment services	Payment for services provided to Council by suppliers
S117	Financial management and reporting	Preparation of monthly financial reports for managers and analysis for Management Executive; report development; preparation of annual and four yearly budgets; and administration and development of the financial accounting system
S118	Investment portfolio management	Management of Council's investment portfolio to achieve maximum return with minimum risk
S119	Payroll	Compilation of time worked records, and preparation of payroll
S120	Policy register maintenance	Coordination of policy review program, updating of, publishing and distribution of policy
S121	Statutory financial reporting	Preparation of statutory financial reports for compliance purposes. Includes recording loan payments, employee leave entitlements, maintenance of financial assets register, and implementation of the relevant reporting Codes

OUTCOME 5.2:
STRONG CIVIC LEADERSHIP AND CUSTOMER FOCUSSED SERVICES

Strategy 5.2.1: Provide accountable, transparent, accessible and participatory decision making

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.2.1.01	Implement the Chambers IT upgrade project	GOV	Council & Committee Services	●			
5.2.1.02	Undertake the 2024 Local Government Election	GOV	Council & Committee Services		●	●	

Strategy 5.2.2: Councillors meet their obligations and excel in their roles as community leaders

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.2.2.01	Deliver Councillor Professional Development Program	GOV	Council & Committee Services	●	●		
5.2.2.02	Prepare induction program for new term of Council	GOV	Council & Committee Services	●	●		
5.2.2.03	Deliver induction program for new term of Council	GOV	Council & Committee Services			●	●
5.2.2.04	Publish the annual disclosure of interest returns of Councillors and designated persons	GOV	Council & Committee Services	●	●	●	●
5.2.2.05	Review the Code of Conduct	GOV	Council & Committee Services		●		
5.2.2.06	Implement the Code of Conduct	GOV	Council & Committee Services	●	●	●	●

Strategy 5.2.3: Implement best practice governance and risk management

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.2.3.01	Participate in the Resilient Sydney Program	GOV	Corporate Planning & Engagement	●	●	●	●
5.2.3.02	Implement the Continuous Improvement Program to support the Audit Risk and Improvement Committee	GOV	Corporate Planning & Engagement	●			
5.2.3.03	Prepare the quadrennial review of Corporate Policy Manual	GOV	Corporate Planning & Engagement		●		
5.2.3.04	Review Council's Committee and Reference Group meeting structure in line with the Community Strategic Plan structure	GOV	Council & Committee Services	●	●		
5.2.3.05	Update Committee and Reference Group Charters	GOV	Council & Committee Services	●		●	
5.2.3.06	Review the Delegations of Authority	GOV	Council & Committee Services	●	●	●	●

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.2.3.07	Implement an Audit, Risk and Improvement Committee Charter and Structure compliant with and in accordance with OLG Guidelines	GOV	Risk Management/ WHS	●	●	●	●
5.2.3.08	Implement the Enterprise Risk Management Framework	GOV	Risk Management/ WHS	●	●		
5.2.3.09	Reduce lost time injuries	GOV	Risk Management/ WHS	●	●	●	●
5.2.3.10	Undertake leadership quarterly safety walks, and due diligence training	GOV	Risk Management/ WHS	●	●		
5.2.3.11	Review localised WHS training matrix and requirements	GOV	Risk Management/ WHS		●		
5.2.3.12	Review Council's Public Interest Disclosures Policy, processes and training in response to legislation changes	GOV	Risk Management/ WHS	●			
5.2.3.13	Review Council's Legal Panel structure to ensure ongoing provision of quality and value for money legal services	GOV	Legal Services	●	●		
5.2.3.14	Implement initiatives to manage legal matters and reduce legal costs	GOV	Legal Services	●	●		
5.2.3.15	Review Corporate Policy Manual	GOV	Corporate Planning & Engagement	●		●	

Strategy 5.2.4: Provide best practice customer service

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.2.4.01	Implement a Customer Experience Feedback Forum	GOV	Customer Services & Records Management	●	●	●	●
5.2.4.02	Support the implementation of the Customer Relationship Management System	GOV	Customer Services & Records Management	●	●		
5.2.4.03	Support implementation of the new parking meter solution	GOV	Customer Services & Records Management	●	●	●	●

Code	Service	Description
S122	Administrative support	Scheduling of appointments and handling of correspondence for the Mayor and General Manager. Conference arrangements. Organise fortnightly Management Executive meetings
S123	Audit and Risk Committee management	Facilitation of the Audit and Risk Committee. Provision of support services for Audit and Risk Committee meetings

Code	Service	Description
S124	Call centre (telephone enquiry handling)	Timely service, information and referral provided on the Council call centre lines
S125	Citizenship ceremonies	Organisation of invitations, certificates, speakers, dignitaries, order of ceremonies, facilities and catering for citizenship ceremonies
S126	Civic education program	Provision of Mock Council program and Youth/Councillor Mentor Program. Provision of educational tours for school children
S127	Complaints reporting	Collation of information on complaints made to Council and preparation of reports for Management Executive and Council
S128	Council and Committee meetings	Compilation of agendas and business papers for Council and Committees. Venue set up. Minute taking. Distribution of resolutions to affected parties. Maintenance of Resolution Register
S129	Counter service (counter enquiry handling)	Timely response to enquiries at the front counter
S130	Crisis management program	Implementation, testing and maintenance of Crisis Management Plan
S131	Disclosure of interest returns	Distribution of disclosure of interest forms to Councillors and designated staff. Collection, checking and reporting of returns to Council
S132	Document storage, retention and disposal	Maintaining and manage physical records storage facilities in accordance with legislation, manage the digitisation of these records and the retention and disposal processes
S133	Execution of legal documents	Facilitation of the execution of legal documents, checking for compliance with requirements and seeking timely execution
S134	Hiring of community centres	Managing the booking of community activities
S135	Hiring of recreational facilities	Processing of seasonal and casual bookings for sportsgrounds, parks and facilities for sporting fixtures and training
S136	Insurance program	Maintain insurance cover appropriate to Council's risk profile and statutory obligations
S137	Internal auditing	Auditing of Council's internal functions through the Internal Audit Program shared with neighbouring councils
S138	Legal defence	Provision of legal defence of Council's application decisions and legal document processing. Review and monitoring of appeal matters and budget implications
S139	Mayor and Councillor support	Support elected members with policy guidance and background information. Arrange and support meetings and conferences
S140	Monitoring of government policy	Monitoring, research of and analysis of government policy issues as determined in consultation with Committees and then report to Council
S141	Public interest disclosures	Facilitate public interest disclosures and record and report disclosures made in accordance with the Public Interest Disclosures Act and Regulations. Undertake privacy training
S142	Residential parking permit scheme administration	Processing and assessment of residential parking permit applications in accordance with policy and service level agreements
S143	Risk management training and awareness	Delivery of risk management training and awareness program across Council
S144	Safety inspections	Inspections of Council's work practices for safety in accordance with approved schedule
S145	Site and activity risk assessments	Conducting of risk assessments on Council sites, for Council or Council sponsored activities such as events and festivals

OUTCOME 5.3:
COMMUNITY IS ENGAGED IN WHAT COUNCIL DOES

Strategy 5.3.1: Promote Council's activities and achievements through use of enhanced communication methods

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.3.1.01	Review the External Communications Strategy	SOC	Communications & Events	●			
5.3.1.02	Implement the External Communications Strategy	SOC	Communications & Events	●	●	●	●
5.3.1.03	Upgrade the Council website and ensure continuous improvement of technology and content	SOC	Communications & Events	●	●	●	●
5.3.1.04	Review the Events Strategy	SOC	Communications & Events	●			
5.3.1.05	Implement the Events Strategy	SOC	Communications & Events	●	●	●	●

Strategy 5.3.2 Provide best practice community engagement, including the Precinct System

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.3.2.01	Promote the Community Engagement Protocol	GOV	Corporate Planning & Engagement	●	●	●	●
5.3.2.02	Investigate new and complementary engagement mechanisms to meet the different needs of the community	GOV	Corporate Planning & Engagement	●	●	●	●
5.3.2.03	Provide training for Precinct Office Bearers	GOV	Corporate Planning & Engagement	●	●	●	●
5.3.2.04	Implement the recommendations of the Precinct System Review	GOV	Corporate Planning & Engagement	●	●		
5.3.2.05	Review Community Engagement Protocol in line with IP&R legislative amendments	GOV	Corporate Planning & Engagement	●			
5.3.2.06	Investigate feasibility of online panel program	GOV	Corporate Planning & Engagement		●		
5.3.2.07	Implement recommendations from the Precinct System Review	GOV	Corporate Planning & Engagement	●	●		

Code	Service	Description
S146	Community engagement	Facilitating opportunities for public participation in decision making. Receiving and processing the community's input. Provide internal support for major project-specific consultation projects
S147	Precinct System	Processing the Council related actions of the Precinct Committees in accordance with agreed service levels. Production and distribution of weekly e-Precinct newsletter
S148	Website and intranet maintenance	Publishing of up to date information in suitable format on website and intranet. Maintenance of navigation structure and links, and presentation styles

OUTCOME 5.4:
COUNCIL SERVICES ARE EFFICIENT AND EASY TO ACCESS

Strategy 5.4.1: Enhance information management and communications technology assets and outcomes

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.1.01	Support the upgrade of the corporate Electronic Document Management System	GOV	Information Technology	●	●		
5.4.1.02	Implement new Enterprise integration architecture for Council information systems	GOV	Information Technology	●	●		
5.4.1.03	Manage the ongoing integration of the NSW Governments e-Planning Portal	GOV	Information Technology	●	●	●	●
5.4.1.04	Implement the Customer Relationship Management System, including the integration of the geographic information system	GOV	Information Technology	●	●		
5.4.1.05	Implement the Information and Communication Technology Strategy	GOV	Information Technology	●	●	●	●

Strategy 5.4.2: Preserve and provide best practice access to Council records

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.2.01	Upgrade Council's corporate Electronic Document Management System	GOV	Customer Service & Records Management	●	●	●	●
5.4.2.02	Implement retention and disposal practices in response to legislative requirements	GOV	Customer Service & Records Management	●	●	●	●
5.4.2.03	Implement the Records Management Review recommendations	GOV	Customer Service & Records Management	●	●	●	●
5.4.2.04	Digitise all hard copy files	GOV	Customer Service & Records Management	●	●	●	●

Strategy 5.4.3: Implement best practice procurement and contract management

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.3.01	Review standard contract documents and templates	GOV	Contracts Management	●			
5.4.3.02	Develop staff corporate contract management training	GOV	Contracts Management	●	●	●	●
5.4.3.03	Review the Tendering Manual	GOV	Procurement Services	●			
Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.3.04	Review the Procurement Policy and Manual	GOV	Procurement Services	●			●
5.4.3.05	Achieve best value for goods and services purchased	GOV	Procurement Services	●	●	●	●

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.3.06	Deliver corporate wide procurement and tendering training	GOV	Procurement Services		●	●	●
5.4.3.07	Use Council's buying power and partner with other Council's to achieve best value for goods and services	GOV	Procurement Services	●	●	●	●
5.4.3.08	Ensure Council's procurement compliance with the modern slavery requirements	GOV	Procurement Services	●			

Strategy 5.4.4: Council is an employer of first choice; attracting, developing, supporting and retaining highly skilled staff

Code	Project	QBL Link	Department	Year 1	Year 2	Year 3	Year 4
5.4.4.01	Relaunch the corporate mission and values of the organisation and integrate into organisational culture	GOV	Human Resources	●			
5.4.4.02	Utilise e-recruitment to provide efficient and timely recruitment	GOV	Human Resources	●	●	●	●
5.4.4.03	Implement the Equal Employment Opportunity Management Plan	GOV	Human Resources	●	●	●	●
5.4.4.04	Review the Performance Planning and Assessment System	GOV	Human Resources		●	●	
5.4.4.05	Implement the Age Management Plan	GOV	Human Resources	●	●	●	●
5.4.4.06	Review the employee value proposition and protocols	GOV	Human Resources	●	●	●	●
5.4.4.07	Implement an action plan in response to the Employee Satisfaction Survey 2021 results	GOV	Human Resources	●	●		
5.4.4.08	Implement the Online Human Resources System	GOV	Human Resources	●	●	●	●
5.4.4.09	Ensure Council's compliance as a child safe organisation	GOV	Human Resources	●			

Code	Service	Description
S149	Access to public records	Provide access to public records, in accordance with GIPA legislation
S150	Administration of approved suppliers	Maintenance of approved suppliers to ensure cost effective and sustainable purchasing across the organisation
S151	After hours' response service	Provision of answering service outside the normal working hours during weekdays, weekends and public holidays
S152	Electronic document management system administration	Administering the electronic document management system, including maintaining indexes used to assist in searches, management and design of workflows, providing training and management of retention and disposal processes
S153	Filming applications	Processing of applications to conduct filming in North Sydney in accordance with policy. Implementation of Local Government Filming Protocol requirements

Code	Service	Description
S154	Formal and informal information requests	Responding to Formal Access for Information requests in accordance with GIPA legislation and informal requests in a timely manner
S155	ICT infrastructure development and maintenance	Development and maintenance of IT infrastructure. Delivery of all application development and IT Infrastructure projects. Management of Council's telecommunications
S156	ICT service, operations and support	Delivery of internal IT services including hardware and software and technical support. Resolving all IT help desk requests and service requests within service level agreements. Monitoring of performance for Council managed systems
S157	ICT systems administration	Maintenance and administration of network applications, databases and system backups
S158	Incoming document processing	Distribution of contact channels through appropriate systems and processes and any required responses as per agreed procedures
S159	Industrial relations	Negotiation on behalf of the organisation with all parties to create a productive engaged workforce
S160	Mapping, spatial and assets information maintenance	Provision of accurate maps, asset inventories and infrastructure information in a mapping format using GIS in a timely manner. Maintenance of the currency and accuracy of Council's spatial/property information system
S161	Permits and applications	Receipting and processing of permits and applications
S162	Personal performance appraisals	Coordination of biannual performance appraisals for all staff
S163	Purchasing	Ordering and delivery of materials and supplies for operations
S164	Recruitment and selection	Structured selection panels to ensure expertise, independence and diversity of background and appointment of the best person for each job. Delivery of induction sessions to provide new employees with an overview of Council's operations
S165	Staff training	Provision of training for staff
S166	Tender openings	Support staff with the retrieval of tender response documents from both digital and hard copy sources

COMMUNITY ENGAGEMENT

A mix of representative and opt-in consultation methods were used to inform the Community Strategic Plan and the Delivery Program.

Customer Satisfaction Survey 2020

Council conducts a periodic survey to measure satisfaction with our services and gather information what stakeholders see as the most important priorities for the next 10 years. This assists with prioritising funding of Council activities (services and projects) as well as informed this plan.

The 2020 survey, undertaken by Jetty Research, sought feedback from representative sample of 400 residents and 200 businesses. Key findings from the survey were:

75%	90%	87%	54%	68%
of residents agree North Sydney has a strong sense of community	of residents perceive their quality of life as very good to excellent	of businesses are satisfied with North Sydney as place to do business	of residents are satisfied with North Sydney's strategic direction	of businesses are satisfied with North Sydney's strategic direction

The following table details resident's satisfaction with key service areas:

Ranking	Service/Function	2020	2020 v 2016 (%)
1	Maintenance of parks, ovals and bushland areas	91%	1%
2	Feeling safe in North Sydney	90%	1%
3	Way North Sydney as a whole looks and feels	88%	68%
4	Cleanliness of local roads and footpaths	86%	5%
5	Waste and recycling collection services	84%	2%
6	Recreation facilities	82%	n/a
7	Appearance of local village centres	78%	2%
8	Appearance of public spaces in the North Sydney CBD	73%	-4%
9	Maintenance of malls and plazas in commercial areas	73%	2%
10	Maintenance of local roads and footpaths	73%	-2%
11	Stanton Library	69%	2%
12	Council run community events	69%	-5%
13	Customer service/information provided by Council staff	64%	-9%
14	Management of traffic flow on local roads	63%	17%
15	Quality of commercial and residential development	58%	-5%

Ranking	Service/Function	2020	2020 v 2016 (%)
16	Policing of parking	52%	-2%
17	Pedestrian and cycle paths	52%	-1%
18	Range of arts and cultural experiences in North Sydney	51%	-13%
19	Community centres and facilities	50%	-14%
20	North Sydney Olympic Pool	49%	-14%
21	Provision of parking	46%	11%
22	Range of public art in North Sydney	41%	-10%
23	Children's services	26%	-17%

The following table details business satisfaction with key service areas:

Satisfaction with Key Service Areas - Businesses			
Ranking	Service/Function	2020 Result	Change Compared to 2016 (%)
1	Cleanliness of local roads and footpaths	82%	1%
2	Way North Sydney as a whole looks and feels	79%	-1%
3	Look and feel of commercial areas and villages	74%	-2%
4	Maintenance of local roads and footpaths	73%	-3%
5	Maintenance of commercial areas	70%	-5%
6	Quality of commercial and residential development	61%	-10%
7	Managing traffic flow on local roads	60%	-7%
8	Customer service/information provided by Council staff	55%	-2%
9	Policing of parking	45%	-7%
10	Council's business processes	37%	n/a
11	Provision of parking	35%	-2%

Liveability Census 2021

Place Score's *2021 Liveability Census* is an independent opt-in survey revealing liveability strengths and best place attributes. 401 residents shared what matters most (care factor/community values) and 380 residents rated their suburb (performance). This achieved a 95% confidence level (+/- 5%) consistent with Council's Community Survey. However, the under 25 years age group was underrepresented and more females than males participated.

The top three liveability strengths (attributes of community importance) are:

connectivity	landscaping and natural elements	access to neighbourhood amenities
proximity to other neighbourhoods, employment centres, shops	street trees, planting, water features	cafes, shops, health and wellness services

The top three priorities for the North Sydney LGA are:

protection of the natural environment	quality of public space	access and safety of walking, cycling, public transport
	footpaths, verges, parks etc	signage, paths, lighting etc

The following table compares the best and worst performing place attributes (strengths and weaknesses) for the North Sydney LGA compared with the national average (shown in brackets):

Top 5 Strengths	Top 5 Weaknesses
Things to do in the evenings - bars, dining, cinema, live music etc (+17%)	Ease of driving and parking (-8%)
Evidence of community activity - volunteering, gardening, art, community organised events etc (+15%)	Range of housing prices and tenures - low to high $, buy or rent etc (-6%)
Local history, historic buildings or features (+14%)	Child services - child care, early learning, after school care, medical etc (-2%)
Sense of personal safety - for all ages, genders, day or night (+12%)	Physical comfort - including noise, smells, temperature etc (0%)
Access to neighbourhood amenities - cafes, shops, health and wellness services etc (+12%)	Spaces suitable for play - from toddlers to teens (+1%)

Community Engagement Strategy

In accordance with Council's adopted Community Engagement Strategy, Council also invited feedback via a two-stage consultation process:

Stage 1	October to December 2021 - feedback was invited via an online survey seeking to prioritise the Outcomes and Strategies in the 2018 plan, submissions, online map, photo sharing (encouraging our community to what they love most about the North Sydney LGA e.g. favourite location, feature or experience with the hashtag #mynorthsydney), story sharing and children's artwork (12 years and under were invited to visually depicted their vision for the future of the North Sydney LGA).
Stage 2	May to June 2022 - public exhibition of the draft plan for 28 days, during which time submissions were invited and an online information session open to the community provided an opportunity to ask questions about the draft plan.

In summary, the top 10 priorities identified via the consultation were (not in any priority order):

1. Open space/green space
2. Sporting facilities - indoor, outdoor and water sports
3. WHTBL and Warringah Freeway Upgrade - impact on Cammeray Park, Berrys Bay, tree loss and unfiltered stacks
4. Planning controls/studies - managing development to meet growth
5. Heritage conservation and promotion - including recognition and celebration of First Nation's history and culture
6. Traffic and parking issues (various) and cycling/active transport
7. Community services and facilities
8. Improving connection with the community
9. Enhancing communications and engagement
10. Leadership, good governance and transparency

SERVICE REVIEWS

Council is required to detail within the Delivery Program, the areas of service that will be reviewed during this term, and how we will engage with stakeholders to determine service level expectations. The annual Operational Plan will specify the reviews to be undertaken that year.

The areas of service that the Council will review/audit during its term are:

- Community centres
- Corporate planning
- Cyber security
- Enterprise risk management
- Fraud and corruption prevention
- Heritage controls
- Human Resources
- Legal Services
- Project Management
- Records management

Recommendations arising from the following recently completed service reviews/audits will also be implemented during the term:

- Children services
- Contacts management
- Development assessment
- Food inspections
- Human resources including payroll

Council is required to have a formalised service review program in place following the 2024 local government elections. This framework will be developed between over the next two years and commence with the next IP&R cycle.

Service Levels

Council periodically undertakes a Customer Satisfaction Survey to benchmark satisfaction with our services and facilities. We use the fundings to inform planning and improvement of our programs, policies and services.

As outlined in the *Asset Management Strategy*, in 2024/25 Council will conduct detailed community consultation regarding levels of service per asset class, to enhance understanding of the relationship between desired levels of service, their associated costs, and willingness and/or capacity to pay.

RESOURCING THE PLAN

The Delivery Program informs and is informed by Council's Resourcing Strategy. The Resourcing Strategy identifies that Council needs adequate income to maintain existing services and infrastructure at a high standard, to replace ageing infrastructure and to provide additional infrastructure. This means ensuring we have access to the money, time, assets and people to achieve the outcomes as identified in the Community Strategic Plan.

This section outlines Council's four-year financial estimates, detailing how the scheduled activities will be funded. Council's financial position is sound and is projected to remain so over the period of this plan, adhering to its *Financial Management Policy* and prudent management and fiscal responsibility.

Council has resolved to operate under the Planned Scenario of the Long Term Financial Plan, inclusive of an Additional Special Variation (ASV) in Year 1 only, for a one off, permanent variation under section 508(2) of the *Local Government Act 1993*.

Rates Information

The total amount ratepayers pay annually will depend on how each property is affected by the following factors:

Rate peg - Council rates are regulated in NSW under an arrangement known as 'rate pegging'. Rate pegging limits the maximum amount which councils can increase their general income by per annum. Effective from 2022/23, the rate peg now includes a population factor.

Infrastructure Levy - all rateable properties are charged the Infrastructure Levy. Council was granted an ongoing extension of the quantum of this levy from 2013/14 onwards. This program addresses Council's infrastructure maintenance backlogs.

Environment Levy - all rateable properties are charged the Environment Levy. Council was granted an ongoing extension of the quantum of this levy from 2013/14 onwards. Levy funds are used to implement Council's Bushland Rehabilitation Plan, Street Tree Strategy, and Environmental Sustainability Strategy 2030.

Mainstreet Levies - the Crows Nest Mainstreet Levy was first adopted in 1996/97, while the Neutral Bay Mainstreet Levy was first adopted in 2003/04. Council was granted an extension of both these levies from 2013/14 onwards. These levies apply to business ratepayers in designated areas only (refer to the maps in Council's annual Revenue Policy within the Operational Plan).

Stormwater Management Charge (SWMC) - in 2013/14 Council introduced an annual SWMC, which costs between $5 to $25 per property, depending on the property type. The SWMC is spent on capital renewal and upgrading stormwater drainage assets.

Domestic Waste Management Charge (DWMC) - the DWMC funds Council's waste and recycling services. Refer to Council's annual Revenue Policy within the Operational Plan, for detailed information on rates proposed per financial year.

Revenue Policy

Refer to the annual Operational Plan for the Revenue Policy for the financial year covered by that plan. Council has several revenue sources that generate income to deliver a wide range of services for the community. Rates and Annual Charges are Council's primary source of operating income, making up 60% of estimated own-source revenue in 2022/23. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, swimming pools, community centres, cycleways, public amenities, and Stanton Library.

The Act says, Council's structure of a rate can only be:

- an 'ad valorem' amount i.e. at value (s.498)
- a base amount to which an ad valorem amount is added (s.499)
- an 'ad valorem' amount (at value) plus minimum amounts (s.548)

An ad valorem amount is set as a proportion of the Unimproved Land Value (UV) of the rateable property - that is, the value of the property without any buildings, houses

or other capital investments. The rate in the dollar is to apply uniformly to the land value of all rateable land.

Rates are applied to those properties categorised as either residential or business for rating purposes. Properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General are rated part Residential and part Business on the basis of that MDAF and are not categorised according to the dominant use of the property.

Note: the estimated yield from ordinary rates is subject to the result of an ASV application that is before IPART when public notice of the annual statement of revenue policy is given.

Fees & Charges Schedule

In accordance with the Act, a schedule of fees and charges must be prepared annually as a provision within the Revenue Policy. Council's Fees & Charges Schedule sets the maximum price payable for any activity or service provided by Council. The draft Schedule is publicly exhibited each year with the draft Operational Plan.

REPORTING PROGRESS

Periodic Reporting

Council reviews and reports to the community on progress against the Operational Plan quarterly. Traffic light reporting is used to track project status.

Financial performance is reported via the Quarterly Budget Review Statement (QBRS) in the first, second and third quarters.

We report biannually against the 'corporate scorecard' within the Delivery Program. The biannual review includes a cross functional overview of the key performance indicators (KPIs) listed below.

Key Performance Indicators	Benchmark
Business Operations	
Deliverables Progress (%)	>90%
Unplanned downtime of critical systems (%)	<5%
Customer Service	
Calls Answered in <60 seconds (%)	>75%
Customer Complaints (#)	Improve
Customer Compliments (#)	Improve
Human Resources	
Staff Turnover (<%)	<15%
Unplanned Absence Rate (%)	<4.5%
Annual Leave Liability (%)	<15%
WHS Injuries (#)	<7
Lost Time Injury Frequency Rate (%)	<10.7
Workers Compensation Claims (#)	<12
Financial	
Actual vs Budgeted Expenses (%)	>90%
Capital Expenditure to Original Forecast (%)	>90%
Staff YTD Costs to Original Budget (%)	>90%

Annual Report

The Annual Report is one of the key points of accountability between the Council and our community. It provides a summary of the work completed by Council during each financial year, reporting against the Delivery Program and Operational Plan. The gives transparent insight into our operations and decision-making processes.

Annual Reports are available at Council's website, and for viewing at the Customer Service Centre and Stanton Library.

State of North Sydney Report

Council must review and report on the effectiveness of the Community Strategic Plan is in achieving its objectives in line with the local government election cycle. As part of this review, we will prepare a report on the process of implementing the plan (this report was formerly known as the End of Term Report). The report will track the indicators within the plan, allowing us to see whether we are making progress towards the community vision. The report will be presented to the incoming term of Council at its second meeting.

APPENDIX 1. CAPITAL WORKS PROGRAM

Project Name	CSP Outcome	Responsible Division	2022/23 ($)	2023/24 ($)	2024/25 ($)	2025/26 ($)
Parking Enforcement Handheld Infringement Devices Replacement	3.3	CIS	30,000	15,000	30,000	16,000
Implementation of Disability Inclusion Action Plan	4.1	CLS	120,000	120,000	140,000	143,500
Planet X Equipment and Furniture	4.1	CLS	11,000	11,000	11,000	11,300
Community Centres Equipment and Playgrounds	4.1	CLS	8,000	9,000	10,000	10,300
Local Art Collection Acquisitions	4.2	CLS	5,000	5,000	5,000	5,100
Library Books, etc	4.2	CLS	417,800	428,100	438,700	449,500
Library Furniture & Fittings Replacement	4.2	CLS	10,000	10,000	10,000	10,000
Library Local Priority Grant Expenditure	4.2	CLS	56,700	58,000	59,000	60,000
Website Improvements	5.4	COS	25,000	26,000	26,000	26,700
Information Videos Equipment	5.3	COS	1,000	1,000	1,000	1,000
Authority Upgrade	5.4	COS	110,500	-	-	-
Computer Hardware	5.4	COS	101,785	-	-	-
I.T. Network Infrastructure Refresh	5.4	COS	942,913	-	-	-
I.T Projects	5.4	COS	-	567,200	581,700	596,400
Multi-Function Devices replacement	5.1	COS	258,000	-	-	-
Roads Reconstruction	2.1	EPS	3,626,300	4,130,900	4,005,000	4,105,000
Kerb & Gutter Reconstruction	2.1	EPS	1,400,000	1,600,000	1,600,000	1,640,000
Footpath Reconstruction	2.1	EPS	1,170,000	1,637,920	1,600,000	1,640,000
Drainage Reconstruction	2.1	EPS	2,475,000	3,096,802	2,570,000	2,620,000
Gross Pollutant Traps Upgrade	2.1	EPS	873,025	800,000	250,000	256,000
Marine Structures Reconstruction	2.1	EPS	450,000	450,000	450,000	461,000
Retaining Wall Reconstruction	2.1	EPS	1,440,000	1,400,000	1,400,000	1,435,000
Seawall Reconstruction	2.1	EPS	1,000,000	1,237,856	2,200,000	2,255,000
LATM Implementation	2.4	EPS	1,000,000	1,000,000	1,000,000	1,026,000
Pedestrian Crossing Lighting Upgrades	2.4	EPS	50,000	50,000	50,000	51,000
Bike Strategy Projects	2.3	EPS	300,000	300,000	300,000	154,000
Banner Flag Poles	2.1	EPS	50,000	50,000	50,000	51,000
Bollards	2.1	EPS	20,000	20,000	20,000	21,000
Bus Shelter Replacement	2.2	EPS	125,000	125,000	125,000	128,000
Public Amenities Strategy - Implementation	2.1	EPS	100,000	100,000	100,000	103,000
Safety Barrier Construction	2.1	EPS	600,000	600,000	100,000	103,000
Timber Fences	2.1	EPS	220,000	220,000	70,000	72,000

Project Name	CSP Outcome	Responsible Division	2022/23 ($)	2023/24 ($)	2024/25 ($)	2025/26 ($)
North Sydney CBD Public Domain Upgrades	2.2	EPS	500,000	500,000	500,000	513,000
North Sydney CBD Street Furniture Replacement	2.2	EPS	25,000	25,000	25,000	26,000
North Sydney CBD Streetscape Lighting Upgrades	2.2	EPS	50,000	50,000	50,000	51,000
Crows Nest Public Domain Masterplan Implementation	2.2	EPS	500,000	500,000	500,000	201,400
Kirribilli & McMahons Point Village Centres	2.2	EPS	500,000	250,000	-	-
Neutral Bay & Cremorne Public Domain Masterplan Projects	2.2	EPS	500,000	250,000	182,000	182,000
Streetscape Lighting Upgrades - Village Centres	2.2	EPS	930,000	827,600	750,000	769,000
Street Furniture Upgrades - Village Centres Parks and Plazas	2.2	EPS	50,000	50,000	50,000	51,000
North Sydney Olympic Pool Redevelopment	2.1	EPS	42,968,647	-	-	-
Property Renewal - Projects to be Established	2.1	EPS	900,000	900,000	900,000	922,500
Parking Meter Network Expansion - Stage 1	2.4	EPS	50,000	50,000	50,000	51,000
Parking Meter Replacement Program	2.4	EPS	25,000	25,000	25,000	26,000
Plant Purchases	2.1	EPS	777,103	1,600,000	1,640,000	1,681,000
Hume Street Open Space Expansion Project	1.4	OSE	990,000	-	-	-
OSES Asset Condition Report - Remedial Work	1.4	OSE	200,000	200,000	200,000	205,000
Urban Forest Management Office Fitout	1.3	OSE	200,000	-	-	-
Reintegrate the former Waverton Bowling Club site into Waverton Park	1.4	OSE	320,000	-	-	-
1 Henry Lawson Ave - Revert to Parkland	1.4	OSE	1,400,000	-	-	-
Formalise path between Munro St bridge and main path leading down to foreshore in Sawmillers Reserve and associated landscape improvements	1.4	OSE	-	220,000	-	-
Anderson Park - Foreshore Access	1.4	OSE	-	-	240,000	-
Anderson Park - Small Watercraft Storage Facilities	1.4	OSE	-	-	20,000	-
Berry Island - Amenities Block Refurbishment	1.4	OSE	-	300,000	-	-
Berry Island Reserve - Outdoor Fitness Equipment	1.4	OSE	-	30,000	-	-

Project Name	CSP Outcome	Responsible Division	2022/23 ($)	2023/24 ($)	2024/25 ($)	2025/26 ($)
Bon Andrews Oval – New Irrigation System	1.4	OSE	-	100,000	-	-
Bradfield Park Central - Renew Synthetic Surface	1.4	OSE	-	100,000	-	-
Bradfield Park - Foreshore Upgrade as per Masterplan	1.4	OSE	-	-	-	2,500,000
Bradfield Park - Outdoor Fitness Equipment	1.4	OSE	-	-	30,000	-
Brennan Park - Outdoor Fitness Equipment	1.4	OSE	30,000	-	-	-
Cammeray Park - Master Planning	1.4	OSE	180,000	-		
Cammeray Park - Synthetic Turf Replacement	1.4	OSE	-	-	400,000	-
Coal Loader - Additional Public Toilets	1.4	OSE	-	-	900,000	-
Dowling Street Reserve - Useability and Access Improvements	1.4	OSE	-	-	300,000	-
Dowling Street Reserve - Small Watercraft Storage Facilities and Improved Access to Foreshore	1.4	OSE	-	-	40,000	-
Forsyth Park - Install a New Cricket Wicket on Field 2	1.4	OSE	35,000	-	-	-
Grasmere Reserve - Playground Upgrade	1.4	OSE	-	-	170,000	-
Green Park (Cammeray) - Senior Playground Refurbishment	1.4	OSE	-	170,000	-	-
John Street Open Space - Small Watercraft Storage Facilities and Improved Access	1.4	OSE	-	40,000	-	-
Lady Gowrie Lookout - Restoration of Heritage Landscape and Upgrade	1.4	OSE	-	200,000	-	-
Lodge Road (Cremorne) - Playground Refurbishment	1.4	OSE	-	170,000	-	-
Milson Park - Storage Facilities for Kayaks	1.4	OSE	25,000	-	-	-
Mollie Dive Function Centre - Improve Media Equipment for Conferences & Events	1.4	OSE	25,000	-	-	-
North Sydney Oval - Public Toilets Refurbishment	1.4	OSE	-	-	900,000	-
North Sydney Oval - Seat Replacement	1.4	OSE	-	-	903,000	-
Primrose Park - Additional Dual Cricket Net	1.4	OSE	-	150,000	-	-
Primrose Park - Drainage Improvements to Sportsfields	1.4	OSE	-	200,000	-	-
Primrose Park – Reconfiguration to add Additional Full-Size Playing Field	1.4	OSE	50,000	1,120,000	-	-

Project Name	CSP Outcome	Responsible Division	2022/23 ($)	2023/24 ($)	2024/25 ($)	2025/26 ($)
Prior Avenue (Cremorne Point) - Playground Refurbishment	1.4	OSE	170,000	-	-	-
Quarantine Boat Depot Site & Access Improvements	1.4	OSE	1,057,500	-	-	-
St Leonards Park - Landscape Masterplan Implementation	1.4	OSE	750,000	1,200,000	-	-
St Leonards Park - Playground Refurbishment	1.4	OSE	645,000	-	-	-
Sawmillers Reserve - Replace Step Tower	1.4	OSE	-	300,000	-	-
Tunks Park - Directional and/or Interpretive Signage	1.4	OSE	-	-	20,000	-
Tunks Park - Storage Facilities for Kayaks and Improved Access	1.4	OSE	-	60,000	-	-
Tunks Park - Turf Cricket Wicket Table Reconstruction	1.4	OSE	-	-	120,000	-
Waverton Park - Amenities Block Refurbishment	1.4	OSE	-	-	600,000	-
Various Parks - Fence Construction/ Upgrade	1.4	OSE	100,000	100,000	100,000	103,000
Various Parks - Park Furniture	1.4	OSE	80,000	80,000	80,000	82,000
Various Parks - Park Signs	1.4	OSE	30,000	30,000	30,000	31,000
Various Parks - Pathway Construction	1.4	OSE	200,000	200,000	200,000	205,000
Total			71,220,273	28,066,378	27,127,400	25,050,700

APPENDIX 2. SUPPORTING PLANS AND STRATEGIES

	Responsible Department	Direction 1: Our Living Environment	Direction 2: Our Built Infrastructure	Direction 3: Our Innovative City	Direction 4: Our Social Vitality	Direction 5: Our Civic Leadership
Affordable Housing Strategy (2015)	Community Development				●	
40km/h and 10km/h Shared Zone Masterplan and Action Plan (2020)	Traffic Management		●			
Anderson Park Plan of Management (2019)	Landscape Planning & Design				●	
Arts & Cultural Strategic Plan (2019)	Community Development				●	
Asset Management Plans (2022)	Asset Management		●			
Public Domain upgrade - McMahons Point - Blues Point Road Village Centre Masterplan (2021)	Engineering Infrastructure		●			
Boat Trailer Parking Restrictions (2020)	Traffic Management					●
Bradfield Park Plan of Management (2014)	Landscape Planning & Design	●				
Bushfire Danger Period Public Access Management Plan (2018)	Environmental Services	●				
Bushland Plan of Management (2014)	Environmental Services	●				
Bushland Rehabilitation Plan - various (2019)	Environmental Services	●				
CBD Marketing and Promotion Strategy (2014)	Communications & Events			●		
Coal Loader Centre for Sustainability Business Plan (2019)	Environmental Services	●				
Community Engagement Protocol (2019)	Corporate Planning & Engagement					●
Construction Works Management Strategy (2017)	Environment & Building Compliance			●		
Corporate Communications and Visual Standards Manual (2021)	Communications & Events					●
Councillor Professional Development Plan (2021)	Governance & Committee Services					●
Cremorne Reserve Plan of Management (2019)	Landscape Planning & Design	●				
Crisis Management Plan (2019)	Risk Management					●

	Responsible Department	Direction 1: Our Living Environment	Direction 2: Our Built Infrastructure	Direction 3: Our Innovative City	Direction 4: Our Social Vitality	Direction 5: Our Civic Leadership
Crows Nest Community Centre Plan of Management (2019)	Community Development				🟠	
Crows Nest Masterplan (2019)	Project Management		🔵			
Customer Service Strategy (2019)	Customer Service & Records					🟣
Disability Inclusion Action Plan (2016)	Community Development				🟠	
Economic Development Strategy (2016)	Corporate Planning & Engagement			🔴		
Education Precinct Public Domain Masterplan (2014)	Strategic Planning			🔴		
Environmental Sustainability Strategy (2021)	Environmental Services	🟢				
Equal Employment Opportunity Management Plan (2021)	Human Resources					🟣
Events Strategy (2019)	Communications & Events				🟠	
External Communications Strategy (2019)	Communications & Events					🟣
Family and Children's Services Strategy (2019)	Community Development				🟠	
Foreshore Access Strategy (2007)	Landscape Planning & Design	🟢				
GIS Strategy (2007)	Information Technology					🟣
Greenhouse Action Plan and Water Management Plan (2020)	Environmental Services	🟢				
Homeless Strategy (2013)	Community Development				🟠	
Information and Communication Technology Strategy (2021)	Information Technology					🟣
Internal Communications Strategy (2019)	Communications & Events					🟣
Kirribilli Neighbourhood Centre Plan of Management (2017)	Community Development				🟠	
Lavender Bay Parklands Masterplan (2007)	Parks and Reserves	🟢				
Library and Historical Services Strategic Plan (2016)	Library Services				🟠	

	Responsible Department	Direction 1: Our Living Environment	Direction 2: Our Built Infrastructure	Direction 3: Our Innovative City	Direction 4: Our Social Vitality	Direction 5: Our Civic Leadership
Local Area Traffic Management Action Plans (2019)	Traffic & Transport Operations		●			
Local Strategic Planning Statement (2020)	Strategic Planning			●		
Masterplan for the Public Domain upgrade of Kirribilli Village Centre (2020)	Engineering Infrastructure		●			
Neutral Bay and Cremorne Domain Masterplan	Project Management		●			
North Sydney CBD Public Domain Strategy (2020)	Strategic Planning			●		
North Sydney Community Centre Joint Strategic Plan (2020)	Community Development				●	
North Sydney Community Centre Plan of Management (2019)	Community Development				●	
North Sydney Development Control Plan (2013)	Strategic Planning			●		
North Sydney Integrated Cycling Strategy (2014)	Traffic & Transport Operations		●			
North Sydney Integrated Traffic and Parking Strategy (2016)	Traffic & Transport Operations		●			
North Sydney Local Infrastructure Contributions Plan (2020)	Strategic Planning			●		
North Sydney Local Development Strategy (2009)	Strategic Planning			●		
North Sydney Local Environmental Plan (2013)	Strategic Planning			●		
North Sydney Local Housing Strategy (2019)	Strategic Planning			●		
North Sydney Oval Business Plan (2014)	North Sydney Oval & Function Centre	●				
North Sydney Oval Plan of Management (2015)	North Sydney Oval	●				
North Sydney Smart City Strategy (2019)	Corporate Planning & Engagement			●		
North Sydney Transport Strategy (2013)	Traffic & Transport Operations		●			
North Sydney Visitor Economy Strategy (2019)	Strategic Planning			●		

	Responsible Department	Direction 1: Our Living Environment	Direction 2: Our Built Infrastructure	Direction 3: Our Innovative City	Direction 4: Our Social Vitality	Direction 5: Our Civic Leadership
Nutcote Joint Strategic Plan (2020)	Community Development				🟠	
Older Persons Plan (2013)	Community Development				🟠	
Open Space Provision Strategy (2009)	Landscape Planning & Design	🟢				
Playgrounds Plan of Management (2016)	Landscape Planning & Design	🟢				
Primrose Park Art and Craft Centre Joint Strategic Plan (2020)	Community Development				🟠	
Privacy Management Plan (2021)	Customer Service & Records					🟣
Public Amenities Strategy and Action Plan (2018)	Property Assets		🔵			
Public Domain Style Manual and Design Codes (2019)	Engineering Infrastructure		🔵			
Recordkeeping Plan of Management (2015)	Customer Service & Records					🟣
Resourcing Strategy (2020)	Financial Services					🟣
Retention and Disposal of Records Strategy (2008)	Document Management Services					🟣
Road Safety Action Plan (2014)	Traffic & Transport Operations		🔵			
Small Watercraft Storage Strategy (2018)	Landscape Planning & Design	🟢				
Smoothey Park Plan of Management (2016)	Landscape Planning & Design	🟢				
Sportsground Plan of Management (2017)	Landscape Planning & Design	🟢				
St Leonards Park Plan of Management (2021)	Landscape Planning & Design	🟢				
St Thomas Rest Park Plan of Management (2016)	Landscape Planning & Design				🟠	

	Responsible Department	Direction 1: Our Living Environment	Direction 2: Our Built Infrastructure	Direction 3: Our Innovative City	Direction 4: Our Social Vitality	Direction 5: Our Civic Leadership
Stanton Library and Historical Services Strategic Plan (2016)	Library Services				🟡	
Street Tree Strategy (2016)	Parks & Reserves	🟢				
Sydney Metro Planning Study (2017)	Strategic Planning			🔴		
Taxi and Ride Sourcing Strategy and Action Plan (2020)	Traffic Management	🟢				
Tunks Park Plan of Management (2018)	Landscape Planning & Design	🟢				
Urban Forest Strategy (2019)	Parks & Reserves	🟢				
Youth Work Action Plan (2016)	Community Development				🟡	

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