

## **10.4. North Sydney Council Annual Report 2021/22**

**AUTHOR:** Jenny Gleeson, Manager Corporate Planning and Engagement

**ENDORSED BY:** Shane Sullivan, Executive Manager Governance

### **ATTACHMENTS:**

1. Annual Report 2021-22 [**10.4.1** - 72 pages]

### **PURPOSE:**

The purpose of the Annual Report is to outline the achievements in implementing the final year of Council's *Delivery Program 2018/19-2021/22* and which contribute to the strategic outcomes in the *North Sydney Community Strategic Plan*. Council has a statutory obligation to prepare and endorse an Annual Report within five months of the end of the financial year i.e. by 30 November 2022.

### **EXECUTIVE SUMMARY:**

The Annual Report is one of the key points of accountability between a council and its community. It is not a report to the NSW Office of Local Government, it is a report for the community.

Council's Annual Report for the financial year ended 30 June 2022 has been completed in accordance with section 428 of the *Local Government Act 1993*, the *Local Government (General) Regulation 2005 (Part 9, Division 7)*, the Office of Local Government's *Integrated Planning & Reporting Guidelines* and the Annual Report Checklist (Circular 22-28), issued 27 September 2022.

The 'Our Performance' section details highlights and key achievements against the projects in the *Operational Plan 2021/22* (Year 4 of the *Delivery Program 2018/19-2021/22*). This is achieved via the collation of the quarterly progress updates provided to the Council over the past 12 months.

Copies of the Annual Report 2021/22 will be made publicly available for viewing at Council's Customer Service Centre and Stanton Library as well as on the Council website. Copies will be provided to the North Sydney Heritage Centre and NSW State Library and a link provided to the NSW Minister for Local Government, in accordance with statutory/record keeping requirements.

### **FINANCIAL IMPLICATIONS:**

The Annual Report does not contain the Council's Audited Financial Statements. As resolved by Council on 10 October 2022, Council has applied for and subsequently received an

extension from the NSW Office of Local Government (dated 31 October 2022) to finalise and submit its Financial Statements for the Year Ended 30 June 2022. The Financial Summary information within this Annual Report is taken from Council's draft Annual Financial Statements 2021/22 and is accurate as at 4 November 2022.

As required in the IPART Instrument, under section 508A of the Act, this Annual Report includes a report on expenditure funded by the additional income drawn from Year 3 of the three-year Special Rate Variation (SRV), which expired 30 June 2022. As reported to Council on 14 November 2022, some of the SRV funds have been carried over to 2022/23.

**RECOMMENDATION:**

**1. THAT** the Council endorse the Annual Report 2021/22 that has been prepared in accordance with section 428 of the *Local Government Act 1993*.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **5. Our Civic Leadership**

#### **5.1 Lead North Sydney's strategic direction**

## **BACKGROUND**

Council has a statutory obligation to prepare an annual report in accordance with section 428 of the *Local Government Act 1993* (the Act), the *Local Government (General) Regulation 2005 (Part 9, Division 7)*, the *Integrated Planning & Reporting Guidelines* (under section 406 of the Act) and the Annual Report Checklist (Circular 22-28), issued 27 September 2022.

Council is required to report its achievements in implementing its Delivery Program through that year's Operational Plan, and report the effectiveness of the projects (principal activities) in achieving the objectives in that year. This is produced via collation of the quarterly progress updates provided to the Council over the past 12 months.

The Annual Report must also contain:

- a) progress with respect to achieving the quadruple bottom line (QBL) in the Delivery Program/Operational Plan;
- b) a copy of Council's audited Financial Statements, prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting* and any information or material required by the Regulation or the Guidelines;
- c) a report on expenditure funded by additional income drawn from a Special Rate Variation, where applicable.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

Council's Annual Report 2021/22 has been completed in accordance with statutory requirements. The objectives of the Annual Report are to:

- communicate performance to the community;
- assess Council's progress against set targets and outcomes;
- describe Council's environmental, social, economic and governance performance;
- and
- meet legislative requirements.

## **Delivery Program/Operational Plan Performance**

The 'Our Performance' section of the Annual Report 2021/22 details highlights and key achievements against the projects in the *Operational Plan 2021/22* (Year 4 of the *Delivery Program 2018/19-2021/22*).

During 2021/22 (the final year of the former Delivery Program), Council undertook 208 projects in line with these key directions. As at 30 June 2022:

- 84.6% of projects were on track (142) or completed (33)
- 15.4% of projects were delayed (32) or not progressing (3).

## **Special Rate Variation**

The Annual Report includes a report of expenditure versus Year 3 of the three-year Special Rate Variation (1 July 2019 to 30 June 2022), in accordance with the requirements prescribed within IPART's approval instrument. As reported to Council on 14 November 2022, some of the SRV funds have been carried over to 2022/23.

## **Audited Financial Statements**

On 7 October 2022 the Audit, Risk and Improvement Committee (ARIC) resolved:

- 1. THAT consideration of the Financial Statements for the Year Ended 30 June 2022 be deferred to allow legal advice to be obtained; clarification of the quantum and validity of variations and the appropriate accounting treatments and disclosures to be made in relation to the North Sydney Olympic pool redevelopment contract.*
- 2. THAT the Committee recommends that Council staff seek a one-month lodgement extension for the annual accounts from the Office of Local Government.*
- 3. THAT a special meeting of the Committee be arranged to consider the Financial Statements for the Year Ended 30 June 2022 in accordance with the revised timetable.*

In turn, on 10 October 2022, the Council resolved:

- 1. THAT due to the changed circumstances, Council resolve not to hold an Extraordinary Meeting on 18 October 2022.*
- 2. THAT Council request an extension of one month from the Office of Local Government for the submission of the Financial Statements to allow for consideration of the accounting treatment, review by Prosperity the Council Auditors, and the Auditor General's Office.*

Council requested an extension of time to finalise the financial statements. The Office of Local Government (OLG) approved the request on 1 November 2022, noting:

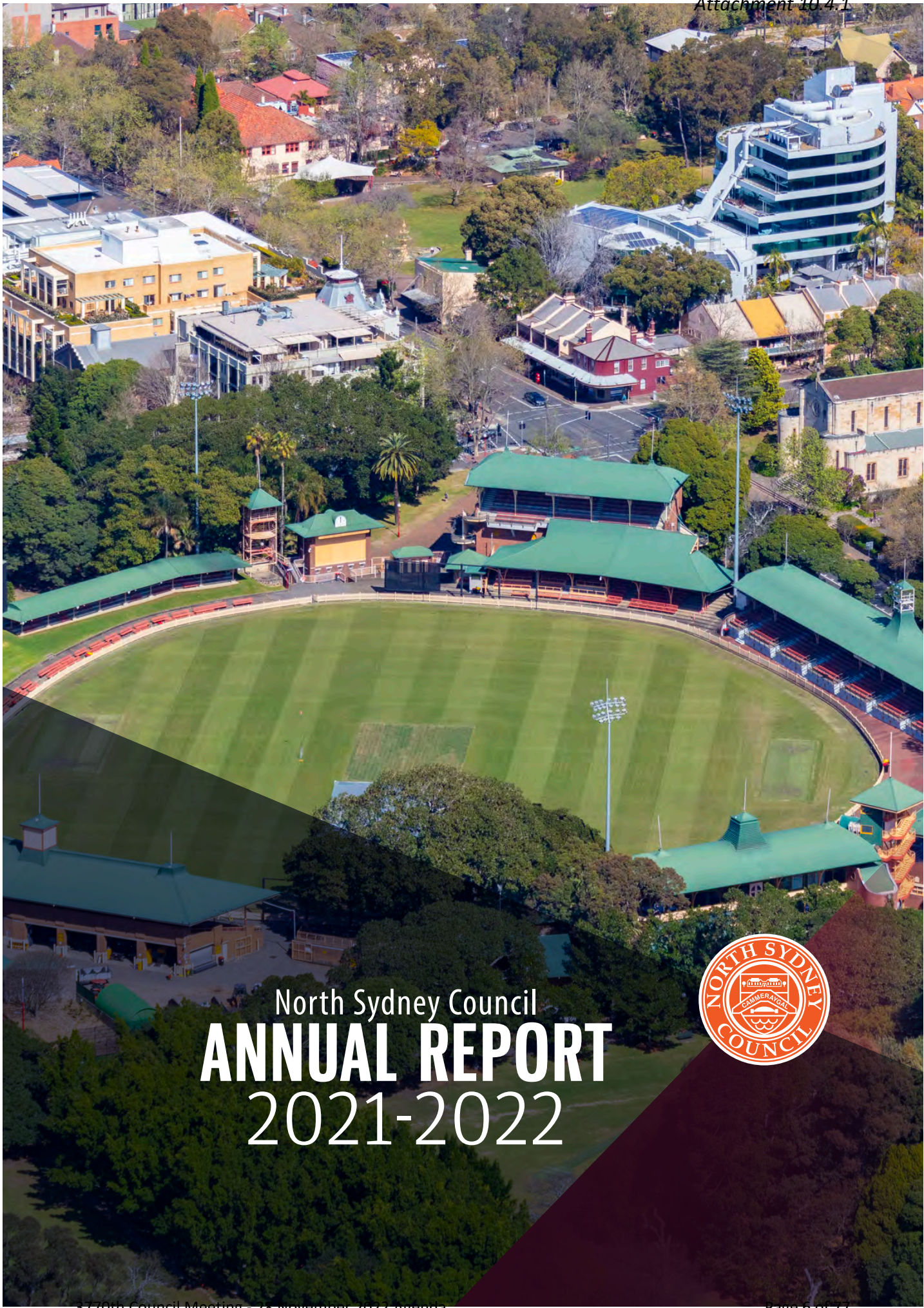
*that 30 November 2022 is also the deadline for the preparation of Council's annual report of which the financial statements form a part. Section 428(5) of the Act requires*

*councils to place a copy of the annual report on the council website and provide a copy to the Minister for Local Government.*

Clarification has been sought from the OLG that there is no provision under the Act to seek an extension to lodge Annual Reports to allow for the inclusion of the audited Financial Statements. OLG advised to clearly state within the report why the Financial Statements are not included, which has been done in the Attachment.

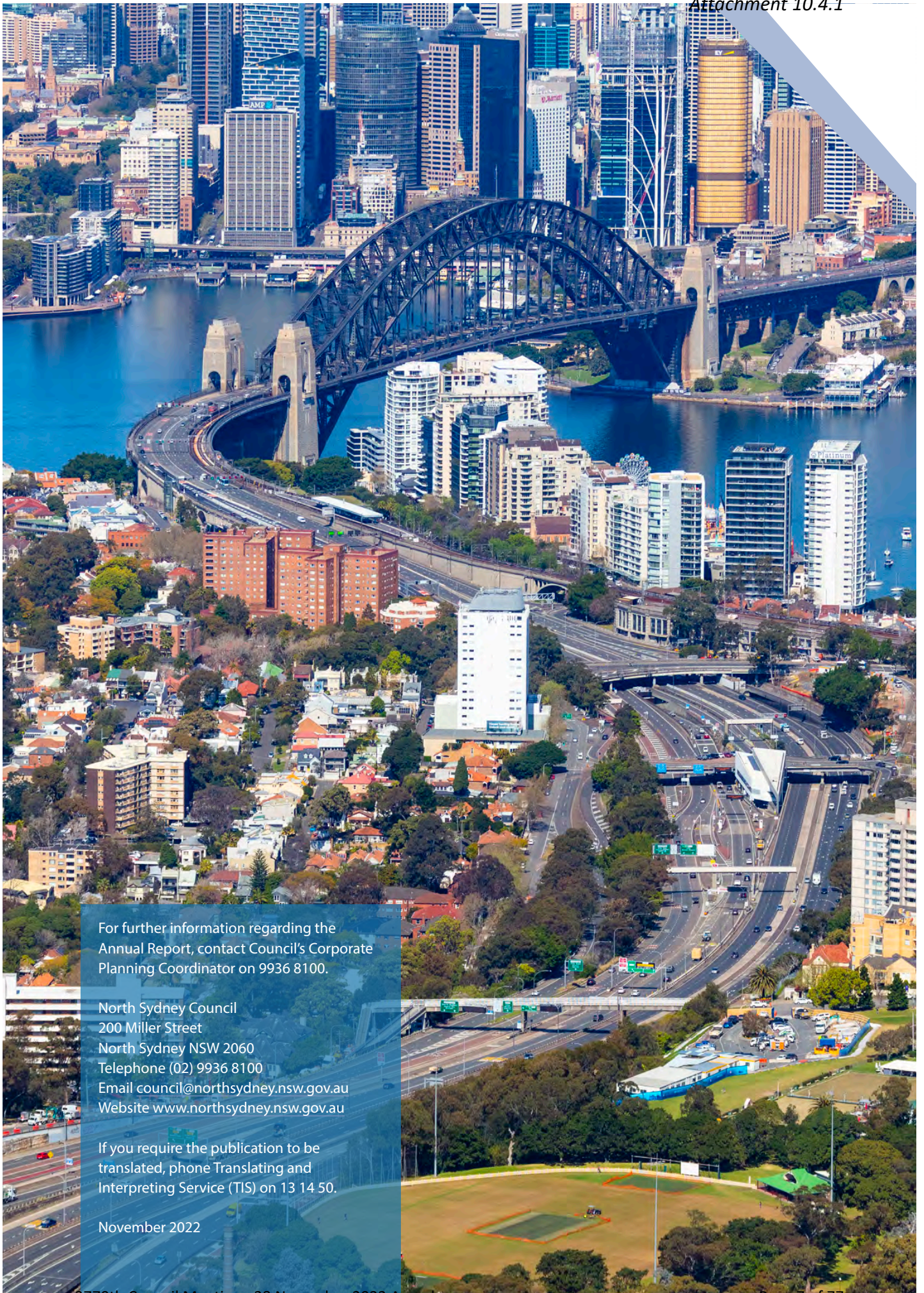
### **Copies of the Annual Report**

Copies of the Annual Report 2021/22 will be made publicly available for viewing at Council's Customer Service Centre and Stanton Library and on the Council website. Copies will be provided to the North Sydney Heritage Centre and NSW State Library and a link provided to the NSW Minister for Local Government, in accordance with statutory/record-keeping requirements.



North Sydney Council  
**ANNUAL REPORT**  
2021-2022





For further information regarding the Annual Report, contact Council's Corporate Planning Coordinator on 9936 8100.

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If you require the publication to be translated, phone Translating and Interpreting Service (TIS) on 13 14 50.

November 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.

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 Gammaraigal and Gai-maragal as our community has sought to more accurately reflect and honour the heritage of our First Nations people.



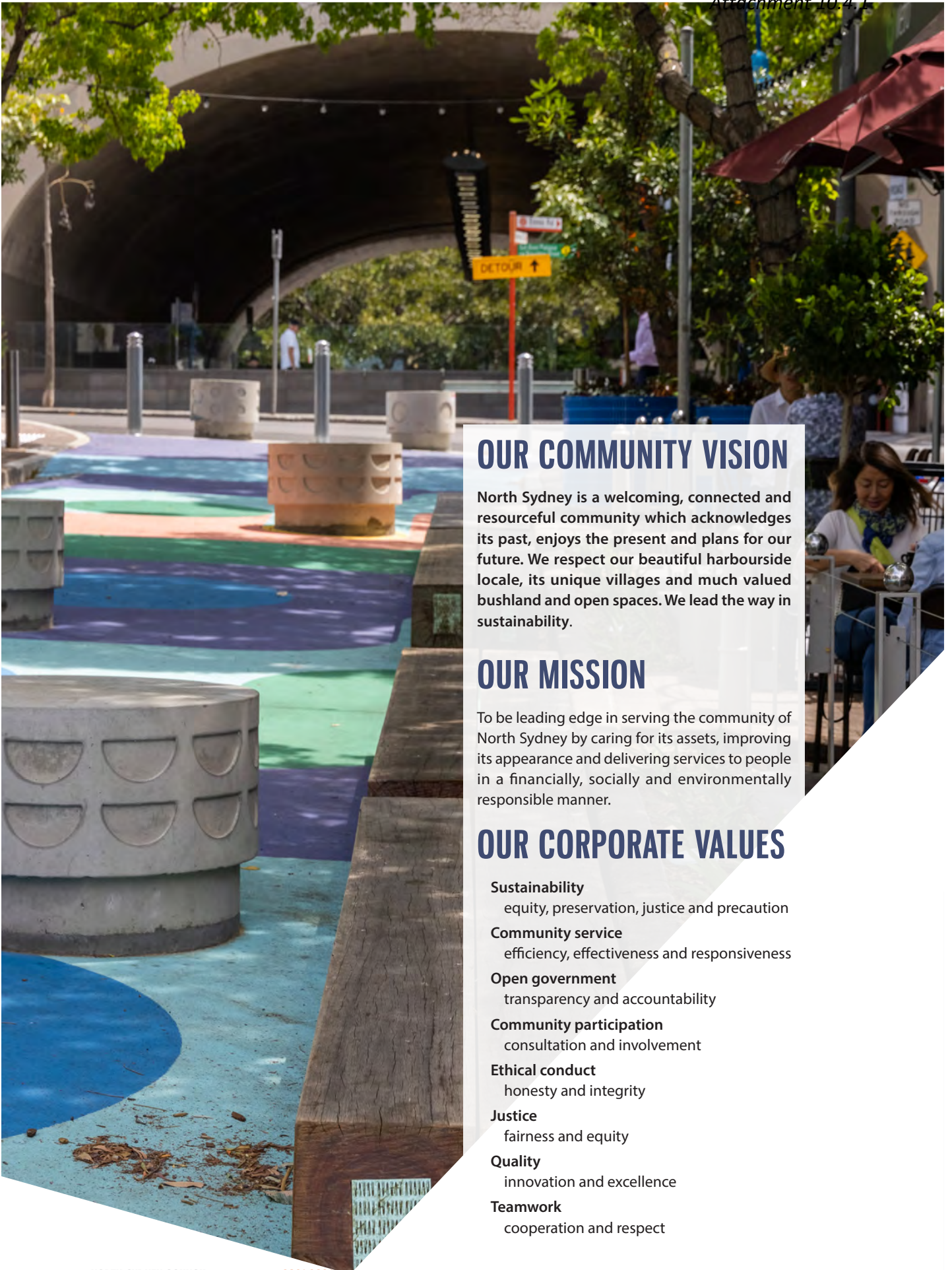
## INTRODUCTION

This *Annual Report* documents the performance of North Sydney Council for 2021/22 against the objectives in the *North Sydney Community Strategic Plan 2018-2028* and the actions identified in the *Delivery Program/Operational Plan 2021/22*. It identifies major projects and activities implemented to improve and enhance the quality of life of our residents. The report provides transparent information for all Council stakeholders.

Council's A/General Manager and Directors have reviewed the content of this *Annual Report*. Council's Audited Financial Statements are provided under separate cover on Council's website.

The *Annual Report* is available on the Council's website [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

A hard copy version of the *Annual Report* can be viewed at Council's Customer Service Centre and Stanton Library, and printed copies are available on request.



## 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



# YEAR IN REVIEW



## A MESSAGE FROM THE MAYOR AND A/GENERAL MANAGER

This has been a transition year, with the new Council elected in December 2021 bringing fresh ideas and a commitment to sustainability, inclusivity, and transparency. Councillors and staff worked closely together to affirm existing priorities and set new ones in the new Community Strategic Plan.

The COVID pandemic, La Nina rain events, and staff shortages created delays in many projects during 2021/22. Despite this, Council continued to deliver projects identified as part of our Special Rate Variation as well as other capital works. Project highlights included starting work on the Olympic Pool redevelopment, upgrading Tunks Way in St Leonards Park, the renewal of the Primrose Park tennis centre and the acquisition of the former Quarantine Boat Depot at Waverton for open space.

We continued to make progress on our goal to be sustainable and resilient, with all Council's facilities and streetlights now powered by 100% solar energy. Our community shares this vision as evidenced by strong participation in sustainability workshops and programs.

After lengthy COVID lockdowns in 2021, the community embraced Sculpture at Sawmillers, the North Sydney Art Prize and Bark in the Park. These major events were augmented by numerous activations at Stanton Library, the Coal Loader, in our village centres and the CBD, bringing moments of joy and connection to our residents and visitors.

Our visible projects and events were matched by a myriad of improvements behind the scenes in everything from finance software to work health and safety procedures.

Proud as we are of these achievements, we know they are set against a backdrop of development and growing pressure on open space. While the development of the Metro improves public transport in our area, it comes at the price of new high-rise development as documented in the State Government's *St Leonards Crows Nest 2036 Plan*.

The State Government's plans for the Harbour Bridge cycle ramp in Bradfield Park North and the enclosure of parts of the Cammeray Parklands and ANZAC Park for the Western Harbour Tunnel (WHT) added to the stress. Council partnered with the community to advocate for a review of the WHT project (and we continue to do so).

We acknowledge the grief that these State Government projects are causing in our community. We stand with you in your distress and will continue to advocate throughout the 2022/23 financial year for better outcomes for North Sydney as these projects progress.

# FINANCIAL SUMMARY

Council has received an extension from the Office of Local Government (dated 31 October 2022) to finalise and submit its Financial Statements for the Year Ended 30 June 2022. The following information is taken from Council's draft Annual Financial Statements 2021/22. The information is accurate as at 4 November 2022.

## Highlights

- Council's draft statements show a net operating surplus after grants and contributions for capital purposes \$23.5M
- excluding capital grants and contributions the result is a surplus of \$2.8M
- capital expenditure including plant replacement in the year was \$44.2M
- total assets increased by 17% to \$1.6B, including a net revaluation increment on Infrastructure, Property Plant and Equipment of \$184M
- total liabilities increased by 39% to \$88.3M including a \$31M drawn down of a loan to fund North Sydney Olympic Pool (NSOP)
- community equity increased by \$207.4M to \$1.5B

Council's financial position as at 30 June 2022 remains sound. Council is committed to maintaining its long-term financial sustainability to deliver the outcomes and strategies of the North Sydney Community Strategic Plan.

## 2021/22 Financial Results Overview (\$,000)

The following table presents a summary of financial results for 2021/22. For more detail refer to Council's full Financial Statement which will be made available on Council's website and incorporated into this report when complete.

Financial Results (\$,000)	2021/22
Total Income	141,713
Total expenses	118,243
Net Operating Result	23,470
Operating Result after Capital Income	2,792
Total Assets	1,569,893
Total Liabilities	88,289
Net Assets	1,481,604
Total Cash, Cash Equivalents, and Investments	143,463

## Key Financial Ratios

Council bettered the industry benchmark for five of the financial performance indicators. Council was below the benchmark for two of the three benchmarked infrastructure performance ratios. More detail on the asset breakdown will be available in the Financial Statements.

Financial performance ratios	Benchmark	2020/21	2021/22
Operating Performance Ratio	>0%	1.30%	4.15%
Own Source Operating Revenue ratio	>60%	79.19%	80.51%
Unrestricted Current Ratio	>1.5x	2.82x	2.71x
Debt Service Cover Ratio	>2x	19.32x	17.38x
Rates, annual charges, interest extra charges outstanding %	<5%	2.78%	2.94%
Cash expense cover ratio	>3mths	11.55mths	15.39 mths

Infrastructure management performance ratios	Benchmark	2020/11	2021/22
Building & Infrastructure Renewal Ratio	>=100	98.35%	158.28%
Infrastructure Backlog Ratio	<2%	3.89%	3.83%
Asset Maintenance Ratio	>100%	102.57%	88.69%
Cost to bring assets to agreed service levels	N/A	2.58%	2.60%

## Legend

**Operating Performance Ratio:** measures revenue raised and its coverage of operational expenses. A positive ratio indicates operating revenue covers operating expenditure and will help to fund proposed capital expenditure.

**Own Source Operating Revenue Ratio:** measures Council's reliance on external funding sources such as grants and contributions.

**Unrestricted Current Ratio:** measures the adequacy of working capital and the degree to which unrestricted current assets can satisfy the organisation's short-term commitments.

**Debt Service Ratio:** measures the availability of operating cash to service Council's borrowings.

**Rates & Annual Charges Outstanding:** assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

**Cash Expenses Cover Ratio:** indicates the number of months Council can cover immediate expenses without additional cash inflow.

**Buildings and Infrastructure Renewal Ratio:** shows whether assets are being renewed at the rate at which they are depreciating. Council has an ongoing commitment to ensuring that sufficient funds are allocated to the renewal of infrastructure assets to offset their rate of depreciation.

**Infrastructure Backlog Ratio:** shows the asset renewal backlog as a proportion of the total value of Council's infrastructure.

**Asset Maintenance Ratio:** compares actual versus required annual asset maintenance.



## ACTIVITIES FUNDED BY THE SPECIAL RATE VARIATION (SRV)

On 14 May 2019, IPART advised that Council's SRV and minimum rate increase was **partially approved**, meaning that Council can increase both residential and business rates by 7% per annum, inclusive of the rate peg, for three years (i.e. until 30 June 2022). This is the second last report, with the final report on expenditure will be included in the 2022/23 Annual Report.

The additional revenue enables Council to maintain existing service levels (including verge mowing, graffiti removal and the Precinct System) plus generate \$11.9 m total additional funds available over three years – an additional \$7.3m to address the condition 5 (very poor) assets and the remaining funds will enable the Council to undertake the additional capital works:

- > St Leonards Park Masterplan implementation
- > Public Domain upgrades in Neutral Bay, Cremorne, Kirribilli and McMahons Point villages
- > Playground upgrades in Sirius St Reserve and Grasmere Children's Park
- > Walking trail upgrades in Primrose Park and Gore Cove to Smoothey Park

The table below outlines the SRV activity timeline:

Program	Project Link	2019/20	2020/21	2021/22
<b>Asset Renewals - Additional</b>				
Footpaths	2.1.1.05	●		●
Drainage	2.1.1.07	●	●	●
Roads	2.1.1.08			●
Retaining Walls	2.1.1.09	●	●	●
Seawalls	2.1.1.10	●	●	●
Marine Structures	2.1.1.11	●	●	
Gross Pollutant Traps	2.1.1.13		●	●
<b>Other SRV Activities</b>				
Upgrade playground at Sirius St Reserve	1.4.1.39	●		
Gore Cove to Smoothey Park Walking Track Upgrade	1.4.1.40			●
Primrose Park Walking Track Upgrade	1.4.1.41		●	
Upgrade Fred Hutley Playground	1.4.1.55			●
Neutral Bay and Cremorne Village Upgrades	2.2.1.09	●	●	●
St Leonards Park Masterplan Implementation	2.2.1.10			●
Kirribilli and McMahons Point Village Upgrades	2.2.1.12			●

The SRV expenditure budget in 2021/22 was \$5,376,427. Actual expenditure was \$3,790,655. The proposed program for SRV funded projects was delivered last year except for components of the Kirribilli & McMahons Point Village Centre, the Neutral Bay & Cremorne Masterplan Program, the Gore Cove to Smoothey Park Walking Track Upgrade, the Fred Hutley Playground and the St Leonards Park Masterplan.



The table below outlines the actual asset expenditure in 2021/22:

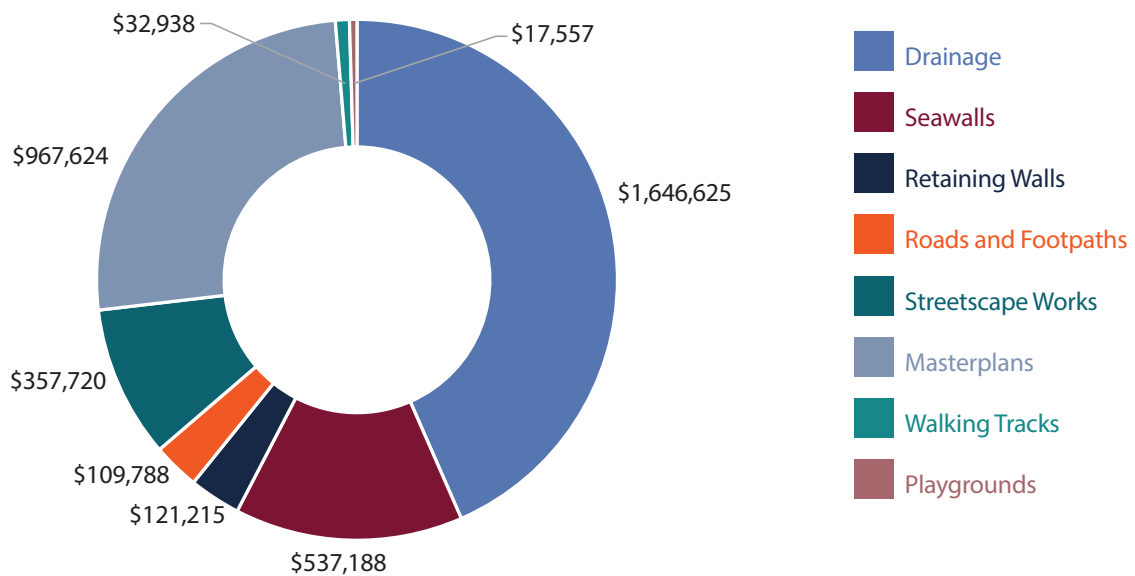
Program	Project	SRV Budget (\$)	SRV Actuals (\$)	Outcomes
<b>Asset Renewals</b>				
Drainage	Drainage construction works	946,625	946,625	26 pipe relining projects totalling nearly 1,000m of pipe, drainage pit repairs and modifications; and major pipe system upgrades at Bay Rd at Carr St, Wollstonecraft, Shellcove Rd, Neutral Bay and Gerard St at Langley Ave, Cremorne
	Gross pollutant trap (GPT) upgrades	700,000	700,000	GPT upgrades at Newlands Ln, Wollstonecraft, and Brennan Park, Wollstonecraft
<b>Drainage Total</b>		<b>1,646,625</b>	<b>1,646,625</b>	
Roads and Footpaths	Footpaths	40,950	40,950	Footpath project completed at Selwyn St and Milner Cres to Russell St, Wollstonecraft
	Roads	68,838	68,838	Devonshire St, Crows Nest, from Alexander St to Huntington St
<b>Roads and Footpaths Total</b>		<b>109,788</b>	<b>109,788</b>	
Seawalls	Seawall reconstruction	537,188	537,188	Major seawall rehabilitation at Primrose Park, Willoughby Bay
<b>Seawalls Total</b>		<b>537,188</b>	<b>537,188</b>	
Retaining Walls	Stabilisation of retaining walls and rocks	121,215	121,215	Major retaining wall repairs at Bridgeview Ave, Cammeray; Ellalong Rd, Cremorne; and Lower Spofforth Walk (includes Hunts Lookout), Cremorne Point
<b>Retaining Walls Total</b>		<b>121,215</b>	<b>121,215</b>	
Streetscape Works	Lighting upgrade	357,720	357,720	Lighting upgrades at Bradfield Park, Anderson Park, East Crescent St Stairs, McMahons Point, Atchison Ln, Crows Nest and numerous bus shelters
<b>Streetscape Works Total</b>		<b>357,720</b>	<b>357,720</b>	



The table below outlines the actual projects expenditure in 2021/22:

Program	Project	SRV Budget (\$)	SRV Actuals (\$)	Outcomes
<b>Projects</b>				
Masterplans	Neutral Bay and Cremorne Public Domain Masterplan	686,537	0	Delays delivering projects identified in the Master Plans due to delay in consultants design documentation. Subsequent community consultation, Council reporting, tendering and construction of these projects now delayed. Remaining funds will be spent in 2022/23.
	Kirribilli and McMahons Point Village Centres	300,000	65,264	
	St Leonards Park Masterplan	1,200,000	902,360	
<b>Masterplan Total</b>		<b>2,186,537</b>	<b>967,624</b>	
Playground Upgrade	Fred Hutley playground upgrade	300,000	17,557	Original tender withdrawn by the contractor. New contractor sourced with expected completion November 22. Material supply delays have compounded delay.
<b>Playgrounds Total</b>		<b>300,000</b>	<b>17,557</b>	
Walking Track Upgrades	Primrose Park Walking Track	27,354	13,650	Project 80% completed. Remaining works pending completion of Sydney Water infrastructure works, date to be confirmed.
	Gore Cove to Smoothey Park Walking Track	90,000	19,288	Expected completion Q4 2022/23.
<b>Walking Tracks Total</b>		<b>117,354</b>	<b>32,938</b>	
<b>GRAND TOTAL</b>		<b>5,376,427</b>	<b>3,790,655</b>	

The chart below summarises total SRV funds spent by category in 2021/22.





# OUR COMMUNITY

# NORTH SYDNEY PROFILE

## Location and Boundaries

The North Sydney Council area is in Sydney's inner northern suburbs, about three kilometres from the Sydney GPO. The LGA includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby LGA in the north, Mosman LGA in the east, Port Jackson in the south and the Lane Cove LGA in the west.

The North Sydney Council LGA consists of two Wards (Cammeray and St Leonards) with ten Councillors – five Councillors per Ward.

## Key Features and History

The municipality of North Sydney was formed on 29 July 1890.

North Sydney incorporates the area north of the Sydney CBD, which was named by Captain Arthur Phillip after Viscount Sydney, Thomas Townsend, who was British Home Secretary at the time. The original inhabitants were the Cammeraygal people.

The North Sydney area is now predominantly residential, with substantial commercial areas. Features include the North Sydney CBD, HMAS Waterhen, Admiralty House, Kirribilli House, May Gibbs' Nutcote Cottage, Luna Park, North Sydney Olympic Pool, North Sydney Oval, TAFE NSW Northern Sydney Institute (St Leonards Campus), Australian Catholic University (MacKillop Campus), Mater Hospital and the Sydney Harbour Bridge.

In 2021, 39.9% of residents were born overseas; 22% were from a non-English speaking background. The most common birth origins were the United Kingdom 7.3%, China 3.7% and New Zealand 2.6%.

The North Sydney population is expected to increase by 6.57% by 2036. Almost half the population is aged 25-49 years. The largest increase since 2016 has been in the 75-79 age group.

The population is well educated compared to Greater Sydney with 25.8% holding a Bachelor or higher degree and 11.9% holding an Advanced Diploma or Diploma.

Over a third of households are lone person households (37%), followed by couples without children (28.9%). 18% of households are made up of couples with children, compared with 34.4% in Greater Sydney. The largest increase in household type between 2016 and 2036 is forecasted to be lone person households.

In 2021 there were 38,990 private dwellings in the North Sydney local government area. There were 3,990 (10.2%) separate houses, 9,091 (23.3%) medium density dwellings, and 25,721 (66%) high density dwellings.

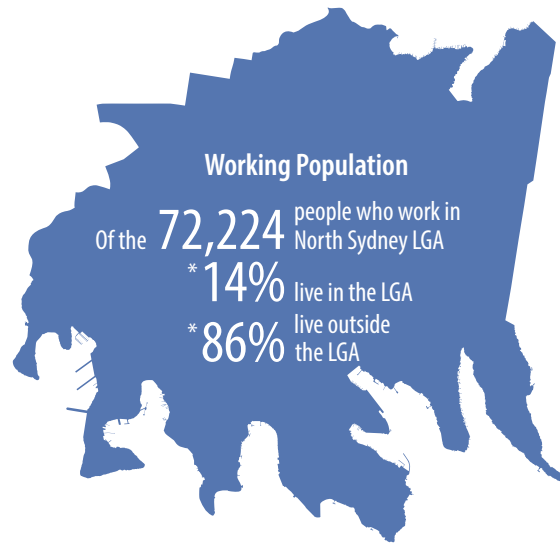
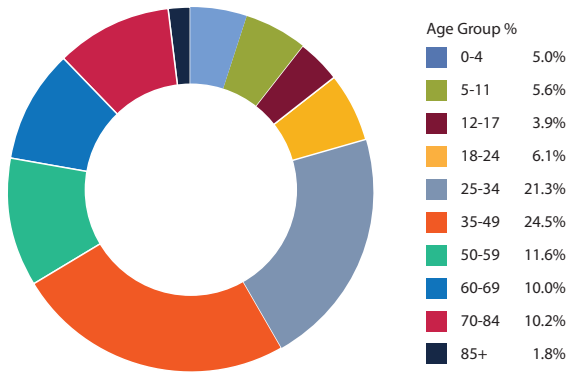
It is expected the number of dwellings in North Sydney will grow to 43,795 in 2036.

For more information about North Sydney's demographic characteristics, refer to the North Sydney community profile at <https://profile.id.com.au/north-sydney>



# KEY DEMOGRAPHICS

## Age Range



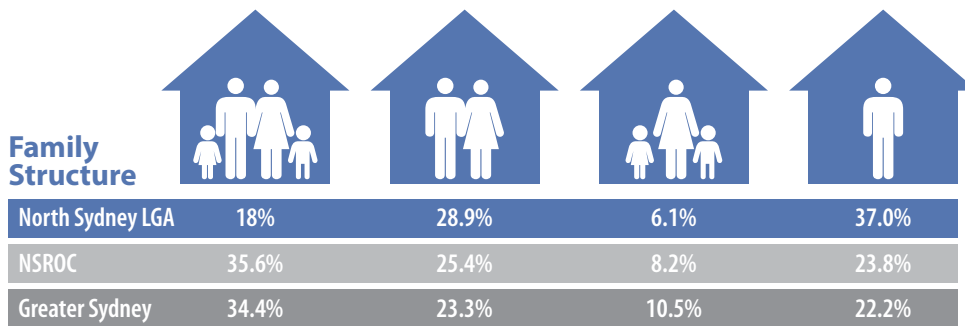
## Population Forecast (ERP)

2022	79,221
2036	84,422
2041	89,900

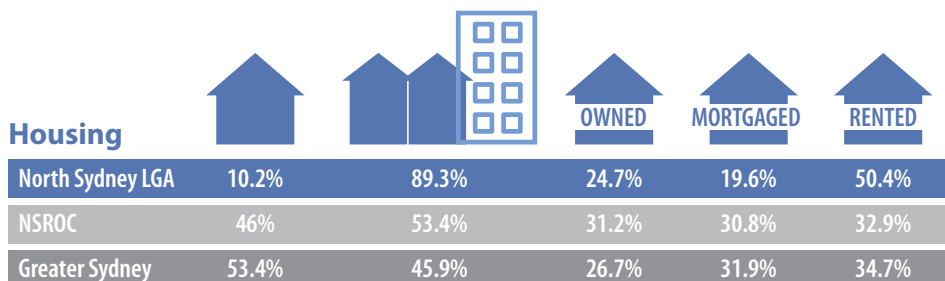
## Population Density Persons per hectare (PPH)

North Sydney LGA	65.7
NSROC	9.9
Greater Sydney	4.2





## Family Structure




## Housing



Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 and National Economics (NEIR) – compiled by .id (informed decisions). Correct as at 20 Sep 2022

Transport to Work				
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

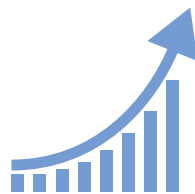
0.4% ATSI origin

411 Homeless Persons (No.)

115,325 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)

\$22.98 billion

18,214 Local Businesses (ABS 2021)

Top 5 Industries

27.3% Professional, Scientific and Technical Services

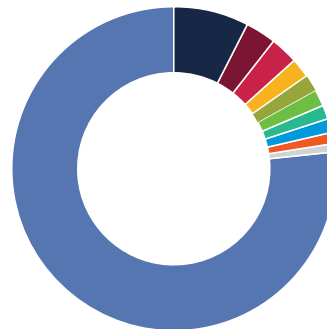
14.7% Rental, Hiring and Real Estate Services

13.9% Financial and Insurance Services

6.9% Construction

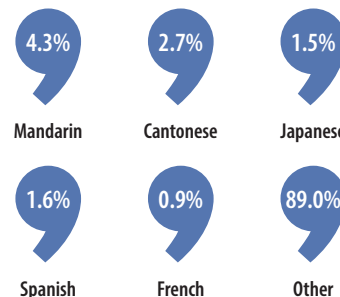
6.9% Health Care and Social Assistance

Born Overseas (Country of Origin)



United Kingdom	7.3%
China	3.7%
New Zealand	2.6%
India	2.3%
South Africa	1.8%
United States of America	1.5%
Japan	1.3%
Hong Kong	1.6%
Philippines	1.1%
Malaysia	1.0%
Other	75.9%

Languages Spoken other than English



23.9% 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%
Health Care and Social Assistance	6.2%



Schools

11 primary schools  
10 secondary schools  
2 tertiary institutions

Volunteering

16.8% of the North Sydney LGA population engage in some form of voluntary work

## KEY CHALLENGES AND OPPORTUNITIES

There are considerable trends, challenges and opportunities that have the potential to impact North Sydney's strategic direction. These challenges are accounted for in Council's forward planning.

### Growing and Changing Population

The number of people who live, work, study and visit North Sydney will continue to grow. The increase in population will place pressure on our infrastructure and open space. Additional housing should be concentrated in existing centres and along key transport routes to maximise use of existing and proposed infrastructure. While we are an ageing population, the young workforce and parents and homebuilders (25-49 years) represent just under half of the population. We have a higher proportion of lone person and couples without children households, which is projected to increase by 2036.

The North Sydney LGA supports over 19,000 students across 21 primary and secondary schools, with a significant number travelling from outside the area. This is expected to increase, as the demand for education and in turn, campus size increases. North Sydney is also home to a major university campus with 5,500 students.

### Housing Affordability

Over 11,000 additional dwellings are projected by 2036, mostly apartments aligning with trends across major Australian cities. In turn, the number of residents living in apartments will continue to increase, particularly single person households and families with children. In 2016 we were 9th nationally in terms of the highest concentration of children living in apartments, with families taking advantage of proximity to schools, work, transport and amenities. The challenge is meeting community expectations through the provision of high-quality open space and services.

Affordable housing is an issue. More households are seeking to rent houses with more bedrooms, as the price to purchase becomes more expensive. The demand for rental priorities will remain high. The challenge is to reduce economic and social inequality, and advocate for universal access to housing, to ensure a diverse mix of people can continue to live, work and contribute to community life.

Another trend requiring a comprehensive response is more older persons preferring to age in place (remain in their homes for longer). Whole-of-life issues need to be planned for, including adaptable and accessible housing, and proximity to shops, community facilities and transport to minimise car use.

### COVID Pandemic

The global pandemic has positively and negatively impacted the North Sydney LGA. We experienced an increase in people walking, cycling and jogging, as well as outdoor fitness training. Usage of parks and open spaces for passive recreation, including family gatherings and picnics increased, with more people out exploring their local area.

It has changed the way we work, with more residents working from home. It also changed how people and businesses use our commercial areas with the daily influx of commuters changing to less predictable patterns of use. While many of our small to medium sized businesses were negatively impacted, some new ventures emerged. Our challenge is to support our businesses.

### Equitable Access to Open Space and Recreation

The demand for open space, sporting and recreation facilities continues to increase as our population grows with limited capacity to deliver more physical open space in a dense urban environment. This is a long-standing regional dilemma, with the NSROC Regional Sports fields Strategy finding the gap between demand and supply will further escalate by 2036. Our precious open space will be negatively impacted by the WHT project for which 15,000sqm of Cammeray Park will be lost.

Water recreation is a great part of living and visiting the North Sydney LGA. Usage of small watercraft is increasingly popular and therefore equitable access to the foreshores and waterways is required to ensure the convenience and enjoyment of the wider community. Our challenge is to meet our residential and visitor community demand for active and passive recreation spaces given the limited land supply.

## Climate Change

Numerous natural and human challenges confront North Sydney. There is a clear call to act locally as the global community becomes more aware and concerned about climate change and environmental degradation. We must explore new ways to reduce the community's ecological footprint including reduction and management of greenhouse gas emissions, energy and water consumption.

Natural hazards such as heatwaves, extreme rainfall events and high intensity storms are expected to accelerate as the climate changes. Increasing our community's resilience is key. Our street trees are intrinsic to our local character and our 'green infrastructure'. Ensuring no net loss of our current canopy cover is essential for the planetary health and wellbeing of our community.

North Sydney has a long history of demonstrating leadership in waste management, with landfill diversion rates amongst the highest in NSW. We have been at the forefront of waste processing for many years, however significant investment is required, at a state and federal level, to enable us to continue to meet our aspirational targets for waste diversion from landfill. Our local circular economy is becoming increasingly popular, with increased community commitment to reuse, recycling and responsible manufacture and procurement.

## Moving Around

Our area is well serviced by public transport and Crows Nest and North Sydney stations of the Sydney Metro will be operational in 2024, increasing mode choice. Due to North Sydney's position in metropolitan Sydney's transport network, there are many private motor vehicles travelling within and through the LGA, to be increased by the WHT.

This leads to traffic congestion and impacts on pedestrian safety and amenity. There is a high demand for the limited on-street parking around the commercial centres as well as residential areas.

Transport options have expanded in recent years with car and ride options plus ride share options, and there is likely to be further options in the future with the potential for autonomous vehicles and further expansion of the share economy. There is a need to balance car ownership and the demand and supply of parking, and to maximise the benefits of the Sydney Metro. Our challenge is to advocate for improved roads and public transport, encourage greater use of public transport and walking or cycling as alternatives to car use.

## Financial Stability

Traditionally, councils focused their activities on maintaining roads, collecting rubbish, and collecting rates to pay for these services. While recent customer satisfaction surveys have shown that these and other traditional services, such as street cleaning, park maintenance and managing development remain important, the list of services that our community believes are important for Council to provide has grown considerably.

North Sydney, like most Australian local government authorities, faces a shortage of funds, with the largest single demand on Council's resources being the renewal and maintenance of infrastructure. This leaves scarce resources for constructing new assets and expanding non-core services. Council's challenge is to continually engage with the community to understand and manage expectations, and to optimise service delivery at an affordable cost to the community.





## COMMUNITY AWARDS

Council calls for nominations for annual Community Awards. Thank you to these citizens who make a significant contribution to our community. The 2022 award winners were:

### **Citizen of the Year: Stuart Warren, Scout Leader**

Stuart fundraises for the Scouts by working with Box Divvy to source produce directly from farmers for distribution in the community. The program encourages healthy eating and significantly reduces packaging. During the pandemic he organised delivery of food and other essentials to vulnerable people.

Jane Curbishley, who nominated Stuart, said there has been a significant increase in the number of children joining Scouts since Stuart has been involved. "He is involved in just about every group that seeks to improve the area in which we live".

### **Young Citizen of the Year: Akira Durran**

Akira is a 16 year old student from McMahons Point, who is studying for the International Baccalaureate at Westbourne College Sydney.

Akira is actively involved in the Box Divvy program at

Scouts. She distributes responsibly-sourced produce to 50 households in the North Sydney LGA, creating wonderful community connections. Surplus produce from her distribution is donated to the Greenway Residents Association.

Akira earns \$25 per shift and has worked 27 shifts over the past 18 months. She has donated her money to World Vision, setting a target of \$800.

### **Environmental Citizen of the Year: David Bell**

David is a Bushcare volunteer who has been helping monitor the Rakali (Australian Water Rat), as part of a citizen science project organised by Council. Thanks to David, Council has confirmed there are Rakali living in Sydney and Middle Harbour areas.

### **Community Group of the Year: North Sydney RSL Sub Branch**

The North Sydney RSL Sub Branch supports returned, ex-serving and current serving Defence Services men and women and their families, organises ANZAC and Remembrance Day services and is proactive in connecting with local and community groups.

Alex Wilson, President of North Sydney RSL Sub Branch, Akira Durran, Mayor Baker, David Bell and Stuart Warren





# OUR COUNCIL

## OUR COUNCILLORS 2021/22

Local Government election held 4 December 2021.

### ST LEONARDS WARD



Mayor  
Cr Zoë Baker



Deputy Mayor  
Cr William Bourke



Cr Dr Alanya Drummond



Cr Godfrey Santer



Cr James Spenceley

### CAMMERAYGAL WARD



Cr MaryAnn Beregi



Cr Jilly Gibson



Cr Georgia Lamb



Cr Ian Mutton



Cr Shannon Welch

## The Role of Council

Council operates under the *Local Government Act 1993*. The Council is responsible for providing leadership, monitoring the performance of Council, overseeing the allocation of the Council's resources and determining policies of Council.

## Electoral Representation

Prior to the Local Government election held 4 December 2021, Jilly Gibson held the popularly elected position of Mayor, and Councillor Stephen Barbour held the position of Deputy Mayor. Councillors Stephen Barbour, Tony Carr and Dr Alanya Drummond represented Tunks Ward. Councillors Kathy Brodie, Jessica Keen and MaryAnn Beregi represented Victoria Ward. Councillors Zoë Baker, Ian Mutton and Samuel Gunning represented Wollstonecraft Ward.

In January 2020, Council adopted new ward boundaries which came into effect from 4 December 2021 Local Government election. The former three Wards (Tunks, Victoria and Wollstonecraft) were converted to two Wards (Cammeray and St Leonards) with five Councillors per Ward.

Councillor Zoë Baker, was elected Mayor by the Councillors on 10 January 2022 for the period to September 2023. Councillor William Bourke was elected Deputy Mayor on 10 January 2022 for the period to 26 September 2022. The Mayor presides at meetings of the Council, carries out the civic and ceremonial functions of the civic office, exercises the policy making functions of the governing body of the Council between its meetings and any other functions that the Council determines.

The Mayor and Councillors employ and delegate the management and delivery of Council services to the General Manager. The responsibilities of Councillors, and the additional responsibilities of the Mayor are defined under the *Local Government Act 1993*.

## Mayor and Councillor Allowances, Fees and Expenses

Councillors are entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Councillors are entitled to receive facilities such as a computer and printer/fax for Council business purposes, stationery and refreshments at Council and Committee meetings.

Councillors also receive an annual allowance within a range set by the Local Government Remuneration Tribunal. The categorisation is based on population growth, operating revenue, services to Greater Sydney and industrial, residential and commercial centres. Councillor allowances are paid in accordance with that categorisation. For the 2021/22 financial year Council was categorised as 'metropolitan medium'.

The allowances and fees paid in 2021/22 were:

Allowance and Fees	Amount (\$)
Mayor allowance	60,693
Councillors' fees and allowances	249,662
<b>Total</b>	<b>310,355</b>

The Councillor expenses paid in 2021/22 were:

Councillor Expenses	Amount (\$)
Conferences and seminars	43,111
Mobile phones	2,405
Sundries	5,368
Printing and stationery	2,023
Childcare	649
Sustenance	9,319
Travel (taxi/couriers/e-tags/public transport)	563
<b>Total</b>	<b>63,438</b>



## Councillor Training and Attendance – LG Act s232

Participation of Councillors and the Mayor in ongoing professional development is outlined below:

### Induction Sessions

Councillor Induction Sessions that were held following the conduct of the Local Government election 4 December 2021, and the details of the Councillors who participated is outlined below:

Date	Cr Zoë Baker	Cr MaryAnn Beregi	Cr William Bourke	Cr Alanya Drummond	Cr Jilly Gibson	Cr Georgia Lamb	Cr Ian Mutton	Cr Godfrey Santer	Cr James Spenceley	Cr Shannon Welch
17-Jan-22	●	●	●	●	●	●	●	●	●	●
18-Jan-22	●	●	●	●	●	●	●	●	●	●
22-Jan-22	●	●	●		●*	●	●	●		●

\* PM only

● Present/participated

### Ongoing Professional Development

Councillors did not participate in any professional development sessions between 1 July 2021 and the Local Government election (4 December 2022).

Below are the details of Councillor participation in professional development opportunities for the period following the conduct of the 2021 Local Government election:

Training Title	Format	Cr Zoë Baker	Cr MaryAnn Beregi	Cr William Bourke	Cr Alanya Drummond	Cr Jilly Gibson	Cr Georgia Lamb	Cr Ian Mutton	Cr Godfrey Santer	Cr James Spenceley	Cr Shannon Welch
Planning 101	LGNSW	●	●	●			●		●	●	●
Finance for Councillors	LGNSW	●	●	●			●		●		●

● Present/participated

Training Title	Councillor/s who participated
Privacy (online)	Cr William Bourke
Chairing and Effective Meeting Procedures	Cr William Bourke
Executive Certificate for Elected Members	Cr Georgia Lamb, Cr Godfrey Santer and Cr Shannon Welch
Domestic Violence – Council's Involvement	Cr Georgia Lamb
Social Media for Councillors	Cr William Bourke
Councillor Professional Development Workshop	Cr William Bourke and Cr Godfrey Santer
Presenting with Media Training	Mayor Zoë Baker

## Conferences

There was one conference attended by Councillors in the period between 1 July 2021 and the conduct of the 2021 Local Government election (4 December 2022):

- › **Local Government NSW Annual Conference:** Mayor Cr Jilly Gibson, Cr Zoë Baker, Cr Kathy Brodie, Cr Stephen Barbour, Cr Jessica Keen

Councillor conference attendance between 1 July 2021 and the conduct of the 2021 Local Government election (4 December 2022), is outlined below:

- › **Local Government NSW Special Conference:** Mayor Cr Zoë Baker, Cr MaryAnn Beregi, Cr William Bourke, Cr Godfrey Santer, Cr Shannon Welch
- › **Australian Local Government Association Conference:** Cr Zoë Baker, Cr MaryAnn Beregi, Cr William Bourke, Cr Georgia Lamb, Cr Godfrey Santer, Cr Shannon Welch
- › **Destination and Events Conference:** Cr Godfrey Santer

## Councillor Briefings

Councillor attendance at Briefings held between 1 July 2021 and the conduct of the 2021 Local Government election, is outlined below:

Briefing Title	Date	Cr Zoë Baker	Cr Stephen Barbour	Cr MaryAnn Beregi	Cr Kathy Brodie	Cr Tony Carr	Cr Alanya Drummond	Cr Jilly Gibson	Cr Samuel Gunning	Cr Jessica Keen	Cr Ian Mutton
Holtermann St Plaza	11-Oct-21	●			●		●	●		●	
NYE 2021	11-Oct-21	●			●		●	●		●	



In addition, 12 briefings were conducted covering 32 topics following the conduct of the 2021 Local Government election.

Briefing Title	Date	Cr Zoë Baker	Cr MaryAnn Beregi	Cr William Bourke	Cr Alanya Drummond	Cr Jilly Gibson	Cr Georgia Lamb	Cr Ian Mutton	Cr Godfrey Santer	Cr James Spenceley	Cr Shannon Welch
Legal Matter	07-Feb-22	●	●	●	●	●	●		●	●	●
Infrastructure Contributions Submission	07-Feb-22	●	●	●	●	●	●		●	●	●
Planning Proposal – 270-272 Pacific Hwy, North Sydney	07-Feb-22	●	●	●	●	●	●		●	●	●
Planning Proposal – 45 McLaren St, North Sydney	07-Feb-22	●	●	●	●	●	●		●	●	●
Planning Proposal – 253-257 Pacific Hwy, North Sydney	07-Feb-22	●	●	●	●	●	●		●	●	●
Sydney Harbour Bridge Cycle Ramp	14-Feb-22	●	●	●	●	●	●		●	●	●
North Sydney Olympic Pool	14-Feb-22	●	●	●	●	●	●		●	●	●
IPR/CSP Review Engagement Strategy CSP workshop	14-Feb-22	●	●	●	●	●	●		●	●	●
Planning Proposal – 378-390 Pacific Hwy, Crows Nest	07-Mar-22	●		●	●	●		●	●	●	●
Planning Proposal – 360 Pacific Hwy, Crows Nest	07-Mar-22	●		●	●	●		●	●	●	●
Planning Proposal – Fiveways, Crows Nest	07-Mar-22	●		●	●	●		●	●	●	●
Planning Proposal – 20 Berry St, North Sydney	07-Mar-22	●		●	●	●		●	●	●	●
Bus Shelter & Communications Panel Advertising Tender (Resolved by Council)	07-Mar-22	●		●	●	●		●	●	●	●
Employment zone reforms (DPIE)	14-Mar-22	●		●	●	●	●	●	●	●	●
Planning Proposal - 153-157 Walker St, North Sydney	14-Mar-22	●		●	●	●	●	●	●	●	●
Planning Proposal - Clause 6.3 Height of Buildings in the CBD (Deferred from Oct. 2021)	14-Mar-22	●		●	●	●	●	●	●	●	●
Precinct System Review	14-Mar-22	●		●	●	●	●	●	●	●	●
CSP workshop – facilitated workshop	18-Mar-22	●	●	●	●	●	●		●	●	●

Briefing Title	Date	Cr Zoë Baker	Cr MaryAnn Beregi	Cr William Bourke	Cr Alanya Drummond	Cr Jilly Gibson	Cr Georgia Lamb	Cr Ian Mutton	Cr Godfrey Santer	Cr James Spenceley	Cr Shannon Welch
IPR/CSP Review Engagement Strategy Delivery Program and Resourcing Strategy Workshop	21-Mar-22	●	●	●	●	●	●		●	●	●
State infrastructure project land issues	04-Apr-22	●	●	●	●	●	●	●	●	●	●
Draft Delivery Program, Long Term Financial Plan, Asset Management Plan	12-Apr-22	●	●	●	●	●	●		●	●	●
Young St Plaza	12-Apr-22	●	●	●	●	●	●		●	●	●
Site specific planning proposals in Neutral Bay and Military Rd Corridor DCP amendments	02-May-22	●		●	●	●	●		●	●	●
Parking Policy	02-May-22	●		●	●	●	●		●		●
St Leonards/Crows Nest DCP amendments	09-May-22	●	●	●	●	●		●	●	●	●
Draft Delivery Program financial estimates and capital works program	09-May-22	●	●	●		●		●	●	●	●
Neutral Bay Heritage Conservation Area Review	16-May-22	●	●	●		●	●				●
CBD commercial building setbacks	16-May-22	●		●		●	●			●	●
Public Exhibition feedback - Council and Committee Meetings	06-Jun-22	●	●	●	●	●	●	●	●	●	●
North Sydney Olympic Pool	06-Jun-22	●	●	●	●	●	●	●	●	●	●
New Year's Eve	06-Jun-22	●	●	●	●	●	●	●	●	●	●
Military Rd Corridor Revised Study	14-Jun-22	●	●	●			●	●	●		

● Present/participated



## Councillor Meeting Attendance

Councillor attendance at Council and Committee meetings between 1 July 2021 and the conduct of the 2021 Local Government election (held 4 December 2021), is outlined below:

Meeting	Ordinary Council Meetings	Extraordinary Council Meetings	Governance & Finance Committee	Legal & Planning Committee
Held	4	2	1	1
Mayor Cr Jilly Gibson	4	2	1	1
Cr Zoë Baker	4	2	0	1
Cr Stephen Barbour	4	2	0	0
Cr MaryAnn Beregi	4	1	0	0
Cr Kathy Brodie	4	2	1	1
Cr Tony Carr	4	1	0	0
Cr Alanya Drummond	4	2	0	1
Cr Samuel Gunning	4	2	0	0
Cr Jessica Keen	4	2	1	1
Cr Ian Mutton	4	1	1	0

Councillor attendance at Council and Committee meetings for the period following the conduct of the 2021 local government election (held 4 December 2021), is outlined below:

Meeting	Ordinary Council Meetings	Extraordinary Council Meetings	Governance & Finance Committee	Legal & Planning Committee
Held	7	0	1	2
Mayor Cr Zoë Baker	7	0	1	1
Cr MaryAnn Beregi	7	0	1	2
Cr William Bourke	7	0	1	0
Cr Alanya Drummond	7	0	0	2
Cr Jilly Gibson	6	0	1	2
Cr Georgia Lamb	6	0	1	2
Cr Ian Mutton	7	0	1	1
Cr Godfrey Santer	7	0	1	2
Cr James Spenceley	7	0	1	2
Cr Shannon Welch	7	0	1	2

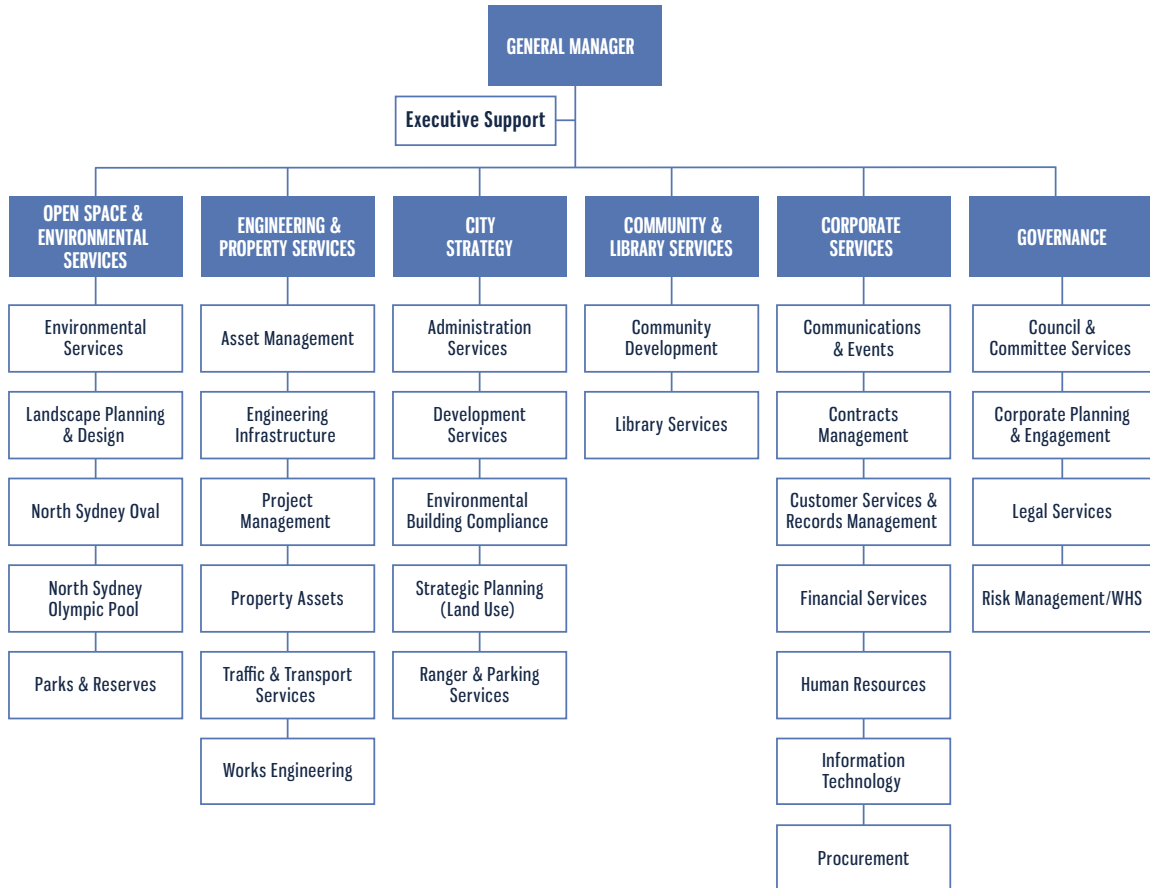
### Overseas visits by Councillors, Council staff or other persons representing Council – Reg cl 217(1)(a)

There were no overseas visits in 2021/22.



# OUR ORGANISATION

# ORGANISATIONAL STRUCTURE



## OUR WORKFORCE

### Our Staff

Council is committed to recruiting, developing and retaining its staff. Planning for the needs of our current workforce and those of the future is a major human resource focus. Council's *Workforce Management Strategy* (renamed *Workforce Plan* from 1 July 2022) outlines this commitment. The plan aims to ensure we retain our staff, hold a strong position within the employment market and remain an employer of choice.

### Remuneration Reg cl 217(1)(b) (i),(ii),(iii),(iv),(v)

The Executive Leadership Team ensures the remuneration review process remains transparent and equitable, and that managers are engaged in the process.

The total remuneration including salary, superannuation and non-cash benefits paid to senior staff in 2021/22 was:

Staff	2021/22 (\$)
Senior Staff	1,840,669
General Manager	443,117
Total	2,283,786

## Staffing and Recruitment

### Human Resource Management

Programs are in place to ensure equitable treatment of staff by recognising and rewarding superior performance, protecting health, safety and welfare and the provision of opportunities for training and development.

Council's Personal Performance Appraisal (PPA) system provides a means to appraise and improve the organisation's performance by aligning individual, team, and organisational objectives and results. This focusses on individual and team performance that is directly linked to the *Community Strategic Plan* strategic priorities, department and personal performance objectives. It also addresses future development, rewards good performance and provides a means for managing underperformance.

### Retaining and Attracting Employees

The number of full time equivalent (FTE) permanent staff decreased over the year from 386 to 370 employees. The table below shows the FTE staff between 2017/18 to 2021/22:

	Total FTE
2017/18	378
2018/19	399
2019/20	394
2020/21	386
2021/22	370

Note: Data excludes employees defined as casuals or agency resources.

Council retained 83% of its workforce in 2021/22. The staff turnover rate was 17%, with 45 employees terminating their employment. Staff turnover has increased by 7.31% since 2019/20. The COVID pandemic was the key driver for an increase in voluntary separations as staff resumed job searches, retirement and lifestyle decision making. The resulting tight labour market has led to external job opportunities for Council employees seeking promotion.

The following table details the percentage of Permanent FTEs leaving the organisation between 2017/18 to 2021/22:

	Permanent FTEs leaving the organisation
2017/18	19%
2018/19	12%
2019/20	12%
2020/21	12%
2021/22	17%

Note: Data excludes employees defined as casuals or agency resources.

## Labour Statistics

In accordance with the OLG Circular 22-20 *Annual Reporting of Labour Statistics*, below are the persons who performed paid work for North Sydney Council on the 25 May 2022:

Type	No.
Permanent full time basis	317
Permanent part time basis	95
Casual basis	35
Fixed term contract (excluding senior staff)	14
Senior staff under the Local Government Act	7
Under contract or other arrangement (Agency employee)	17
Supplied to Council, under a contract or other arrangement as a trainee	3

## Staff Consultative Committee

The Staff Consultative Committee (SCC) consists of elected staff and senior management representatives and meets monthly. The SCC facilitates workplace reform to enhance the efficiency and productivity of Council. It is coordinated by the People and Culture Department.

## Equal Employment Opportunity Management Plan

Council is an Equal Employment Opportunity (EEO) employer committed to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities for current and prospective employees. Our success depends on attracting and retaining the best people to support our community.

As part of our commitment to EEO, employee nominees are given the role of EEO Contact Officers, trained to deal with EEO issues and to assist people who have been harassed or discriminated against.

Due to COVID restrictions, e-Learning systems were used to promote the EEO program.

Council's *EEO Management Plan* has been prepared in accordance with the requirements of the *Local Government Act 1993* and reference to Council's *Disability Inclusion Action Plan* (DIAP). Council aims to provide a work environment that fosters fairness, equity, respect for social and cultural diversity, and is free from unlawful discrimination, harassment and vilification as determined by the legislation.

The concept of equity and fairness encompasses all facets of employment, applying for a position, promotion or transfer, access to training and development, to equity in the provision of benefits to staff throughout their employment with Council.

The *EEO Management Plan* has five objectives, each with performance indicators to track how Council is performing against the objectives:

- > communication and awareness
- > policy, practices, evaluation and reporting
- > recruitment, appointment, promotion and transfer process
- > learning and development
- > improved access for members of EEO target groups



The 2021/22 EEO Management Plan Scorecard as at 30 June 2022 is below:



Strategy/Action	Performance Indicators	Target Date	Status
<b>Objective 1 – Communication &amp; Awareness</b>			
Communicate the EEO Management Plan to all employees	EEO Management Plan is available on the Intranet and hard copies distributed as required	Mar-21	●
Promote Council as an EEO employer	EEO statements are included in all job advertisements and EEO information is available on the website	Mar-21	●
Overview of EEO Management Plan is included in all inductions	Workplace equity and diversity rights and obligations and EEO Management Plan objectives are included in all inductions	Apr-21	●
Conduct training for all managers and supervisory staff on EEO principles and their extra responsibilities as managers and supervisors in relation to the appropriate legislation	Managers and supervisory staff complete training every two years	Jun-22	●
Conduct training for all non-supervisory staff on EEO principles and their responsibilities under the relevant legislation	Managers updated when changes occur to legislation	As required	●
	All non-supervisory staff are trained annually via eLearning	Jun-21	●
Trained EEO Harassment Contact Officers; list kept up to date	Contact details on intranet/noticeboards. Refresher training run biennially.	Jun-22	●
Actively promote inclusion and diversity through events and/or speakers	Include a guest speaker in the wellbeing program Organise a Taste of Harmony event for Harmony Day in March each year	Jun-21	●
Develop a Hiring Manager guide for employing people with a disability (DIAP 2.5)	Guide developed including information on access to workplace adjustment services	Jun-21	●
<b>Objective 2 – Policy, Practices, Evaluation &amp; Reporting</b>			
Collect employee EEO statistics to enable comparison with LGA statistics and reporting to the Executive Leadership Team	Completion of EEO survey by new starters	Ongoing	●
	Data reported in EEO Annual Report	Jun-21	●
Invite comment and input during the development of EEO Management Plan from employees	Feedback from staff and Staff Consultative Committee	Feb-21	●
Monitor exit interviews to ensure there are no negative EEO issues impacting on staff	Number of issues identified, and correctional steps taken to remedy situations	Ongoing	●
Regularly review Human Resource policies and procedures to ensure they are non-discriminatory, are supportive to all employment groups equally and promote a friendly work atmosphere that is free from bullying and harassment (DIAP 2.4)	Policies and procedures are regularly reviewed	Ongoing	●
	Staff involved in substantiated incidents provided counselling or disciplinary action undertaken	As required	●
Job evaluation and performance appraisal policies, procedure and practices ensure employees are paid fairly and equitably	Feedback from Employee Survey	Jun-21	●
	Salary survey indicating comparative salaries for positions	Ongoing	●
	Substantiated raised addressed	As required	●
Annually report on EEO progress	EEO progress report included in Council's Annual Report	Jun-21	●

Strategy/Action	Performance Indicators	Target Date	Status
<b>Objective 3 – Recruitment, Appointment, Promotion &amp; Transfer process</b>			
Promote job vacancies through mediums to reach a range of diverse candidates (DIAP 2.2)	Record mediums against each role in SCOUT	Ongoing	●
	Data included in DIAP action plan reporting	Jun-22	●
Ensure that EEO principles are included in Recruitment & Selection skills training for panel convenors and members.	EEO principles are included in the Recruitment & Selection Skills training course	Ongoing	●
Ensure interviews for managers and supervisors include questions relating to EEO responsibilities	EEO questions are included in interview questions for supervisory/management positions	Ongoing	●
	Applicants not appointed to supervisory positions unless they demonstrate knowledge and/or understanding of EEO principles or complete training within six months of commencement	Ongoing	●
Ensure the recruitment and selection process is regularly reviewed	Regular review and updating of process and policy	Ongoing	●
	Monitoring shortlisting and appointments to ensure that EEO principles are applied	Ongoing	●
Monitor appointments, promotions and transfers to ensure the process is non-discriminatory	Number of substantiated complaints re non-compliance with EEO principles for appointments, promotions and transfers	Ongoing	●
	Position descriptions reflect the qualifications, skills, and experience required for the job and do not include artificial barriers to recruitment of people in the EEO target group	Ongoing	●
	Proportion of appointments from EEO target groups is monitored and reported via EEO Annual Report	Jun-22	●
Ensure that when opportunities to act in higher positions are available that they are assigned in accordance with EEO principles	Number of substantiated complaints re non-compliance via the EEO Annual report	Jun-22	●
	Number of acting opportunities provided to EEO target groups via the EEO Annual report	Jun-22	●
<b>Objective 4 – Learning &amp; Development</b>			
Promote coaching & mentoring programs to support EEO target groups	Programs are identified and implemented	Jun-22	●
EEO target groups have equitable opportunities for skill development and career progression	Training plans developed for staff as part of PPA setting	Jun-22	●
	A process is developed to identify and remove barriers to career progression	Jun-22	●
Examine all training courses and materials to ensure they are consistent with EEO principles	Assessment of all content	Ongoing	●
	Review employee training evaluations	Ongoing	●
Offer 'Job Application Skills' training – writing applications & interviews	Courses offered annually	Jun-22	●
	Feedback from interview panels	Ongoing	●
Women's Leadership Program – developing emerging/new leaders	How many women involved	Jun-22	●
	Feedback from employees	Ongoing	●
Career transitioning for matured aged workers	Staff take up	Jun-22	●
	Feedback from employees	Ongoing	●

Strategy/Action	Performance Indicators	Target Date	Status
<b>Objective 5 – Improved access for members of EEO Target Groups</b>			
Provide opportunities for unpaid work experience placements to enhance employment opportunities (DIAP 2.7)	Number of work experience placements from disadvantaged groups	Feb-22	●
As positions become available, ascertain if they are suitable for redesign for part-time employment, to suit employees who require increased workplace flexibility (DIAP 2.3)	Number of positions that are redesigned for part-time employment. Each position to be assessed as it becomes vacant.	Ongoing	●
Conduct awareness-raising sessions for managers and supervisors regarding EEO target groups (DIAP 4.7)	Number of sessions conducted	Mar-22	●
	Number of eligible staff attending sessions	Ongoing	●
	Feedback regarding training	Ongoing	●
Using information gained in awareness-raising sessions, develop strategies to attract members of target groups to Council	Changes in statistics relating to target groups employed in Council	Dec-22	●
Identify and implement a program for matured aged workers who wish to transition to retirement	Program identified and implemented	Feb-22	●
Provision of an Employee Assistance Program. (DIAP 4.12 & 4.13)	Utilisation of the program – half yearly reporting	Mar-22	●
Review and monitor accessibility to Council facilities and make recommendations to address barriers or obstacles – wheelchair access, hearing loops	Use Job Access to gain funding if necessary	Ongoing	●

## Work Health & Safety

Council's Work, Health & Safety (WHS) Department is committed to embedding a strong WHS framework into all business functions where our workers deliver efficient, safe work practices, whilst demonstrating a proactive safety culture.

The internal WHS Committee provides a formal consultative structure for discussing and resolving work health and safety issues across NSC in accordance with legislative requirements. The Committee aims to facilitate co-operation between NSC senior management and workers to ensure a healthy and safe work environment and safe systems of work for the prevention of work injuries and diseases.

## Child Safe Organisation

The amended *Children's Guardian Act 2019* now includes the Child Safe Scheme, which came into operation on 1 February 2022. This legislation enables the Office of the Children's Guardian (OCG) to audit an organisation's systems and processes to ensure compliance.

Changes to the *Children's Guardian Act 2019* requires the head of a child safe organisation, in this case, the General Manager, to ensure the Child Safe Standards are implemented through systems, policies and processes.

Council has formed an internal working group that meets bi-monthly to progress implementation of Council's Child Safe Action Plan.

Council is well on its way to being a compliant Child Safe Organisation. During 2021/22 Council introduced the following:

- › including a Child Safe Statement on Council's website and in job advertisements, invoices, facilities bookings forms and the purchasing procedures statement
- › incorporating child safe into interview questions and the corporate induction
- › amended the *Code of Conduct* and Volunteer Guidelines to include reference to child safe
- › reviewing the *Child Protection Policy* and preparing a reportable Conduct Procedure
- › referencing within the updated Contract and Tendering Manuals and associated documentation
- › developing Child safe posts for display at Council venues (to be launched in Child Protection Week 2022)



# CORPORATE GOVERNANCE

## Community Strategic Plan

The *North Sydney Community Strategic Plan* outlines the strategic directions for the North Sydney community. Council tracks progress on a quarterly basis toward achieving the overall outcomes in the Delivery Program/Operational Plan.

## Code of Conduct

North Sydney has a culture that strongly values ethical behaviour, integrity, honesty and professionalism. On induction, all employees are given training and are required to sign the *Code of Conduct*. Refresher training and awareness sessions are provided for Council's longer-serving employees.

## Financial Reporting

**Audit, Risk & Improvement Committee (ARIC):** This Committee independently reviews the objectivity and reliability of Council's financial information, and ensures the Financial Statements are supported by appropriate management sign off on the adequacy of internal controls.

**Internal Audit:** Council participates in the Northern Sydney Internal Audit Group with neighbouring councils.

**External Audit:** Under Section 422 of the *Local Government Act 1993* the Auditor General is appointed to audit Council's Financial Statements ensuring they present Council's financial position fairly and comply with Australian Accounting Standards. Note: as reported to the Council on 10 October 2022, preparation of the audited Financial Statements 2021/22 was delayed by one month to obtain legal advice; clarification of the quantum and validity of variations and the appropriate accounting treatments and disclosures to be made in relation to the NSOP redevelopment contract; as such the Financial Statements are not included in this Annual Report. They are reported to Council under separate cover.

**Governance & Finance Committee:** Deals with the administrative and policy functions of Council, including responsibilities of financial oversight. On 27 June 2022, as part of the amended Code of Meeting Practice, Council resolved to abolish this Committee noting that matters formerly reported to the Committee will be reported directly to Council.

**Legal & Planning Committee:** Discuss strategic land use policies, review legal advice received by Council and consider Council's response to this advice. On 27 June 2022, as part of the amended Code of Meeting Practice, Council resolved to abolish this Committee noting that matters formerly reported to the Committee will be reported directly to Council.

## Accountability and Transparency

Council regularly informs the public on our performance, expenditure of funds, and of any significant issues that occur. Council does this through our annual and quarterly reporting.

## Open Access to Information

Council is committed to complying with the *Government Information (Public Access) Act 2009* (the GIPA Act). Under the GIPA Act there are four ways that information can be made available to the public. These are mandatory disclosure of 'open access information', proactive release of information, informal release of information, and through a formal access application.

In accordance with the GIPA Act, the following documents are available on Council's website, unless stated otherwise and are available for inspection free of charge at Council's Customer Service Centre, 200 Miller St, North Sydney, during normal office hours:

- > *North Sydney Community Strategic Plan*
- > *Annual Financial Statements*
- > *Annual Report*
- > annual reports of bodies exercising functions delegated by the local authority
- > any codes referred to in the *Local Government Act 1993*
- > Auditor's Reports
- > *Code of Conduct – Councillors and Staff*
- > *Code of Meeting Practice*
- > the *Model Code of Conduct for Local Councils* prescribed under s440 (1) of the *Local Government Act 1993*
- > Council, Committee and Reference Group meeting agendas, reports (business papers – excluding for matters considered when part of a meeting closed to the public) and minutes
- > Council's *Land Register* – available for inspection by appointment at Council's Customer Service Centre
- > Council's policy concerning the payment of expenses, and the provisions of facilities to councillors
- > *Delivery Program* and annual *Operational Plan*
- > departmental representative reports presented at a meeting of the Council in accordance with section 433 of the *Local Government Act 1993*
- > *EEO Management Plan*
- > *Fees and Charges Schedule*
- > register of current declarations of disclosures of political donations kept in accordance with s328A of the *Local Government Act 1993*
- > *Register of Delegations*

- › register of graffiti removal work – available for inspection by appointment at Council's Customer Service Centre
- › *Register of Investments*
- › register of voting on planning matters
- › *Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Plan)*
- › returns of the interest of councillors, designated persons and delegates – available for inspection by appointment at Council's Customer Service Centre

Members of the public may purchase copies of these documents.

Other information that Council has available for inspection includes:

- › environmental planning instruments, development control plans and plans made under s7.11 (formerly s94) of the *Environmental Planning and Assessment Act 1979* applying to land within the LGA
- › local policies adopted by the Council concerning approvals and orders
- › Plans of Management for community land.

Information about development applications is available as follows:

- › information about development applications (within the meaning of the *Environmental Planning and Assessment Act 1979*), lodgement documentation, submissions and determinations are available on the Council's website via the Applications Tracking site. Additional documents received in relation to a proposed development can be accessed by lodgement of an access to information application.

Information not available on the Council website can be obtained by submitting an informal or formal request for the release of government information under the GIPA Act. Such requests are accepted unless there is an overriding public interest against disclosure.

## Public Interest Disclosures (PID) – *PID Act 1994, s31*; PID Regulation 2011, c14

Councillors and Council staff are encouraged to report what they believe to be unethical conduct within the organisation.

Council is required under the *Public Interest Disclosures Act 1994* to collect and report on information about public interest disclosures (PIDs).

No PIDs were made to Council for the period 1 July 2021 to 30 June 2022.

Council has an *Internal Reporting – Public Interest Disclosures Policy* in place. This policy is available for public inspection at Council's Customer Service Centre, Stanton Library and via the website.

## Record Keeping

Corporate documents are kept in Council's electronic records management system. The review of the Record Keeping Plan of Management was adopted by Council in Q1 2021/22. The actions outlined in this review will be implemented in 2022/23.

## Privacy

As part of Council's ongoing privacy obligations, Council's Privacy Contact Officer undertook the following actions during the year:

- › adoption and publication of Council's Privacy Management Plan on 13 July 2021
- › development of a template Privacy Impact Assessment for use in the planning process for projects

In managing privacy, the Privacy Contact Officer undertook investigations in response to requests for Internal Privacy Reviews. Two Internal Privacy Reviews were undertaken during the year.

One Internal Review was undertaken regarding the publication of information in Council minutes. The Internal Review found that Council had not breached its obligations with the management of health information. This matter was subsequently referred to the NSW Civil and Administrative Tribunal which found that Council had failed in its obligations with regard to the management of personal information. NCAT ordered that Council issue an apology and place a notice on its website for a period of not less than three months. The process which resulted in the breach has been reviewed and there are now procedures as to what information will be published in the Council minutes.

The second Internal Review was in relation to the alleged release of personnel information by a former employee. The review found that there had been no breach of privacy. However, Council took the opportunity to improve its practices with regard to record keeping and record classification.

The Privacy Contact Officer also reviewed three complaints informally with regard to privacy and with the agreement of the complainant.

In one incident, it was found that Council had breached its privacy obligations and provided an apology to the complainant. In another incident, it was found that Council had breached its privacy obligations but had taken immediate steps to remedy the breach. In both instances, Council considered its processes to improve practice with regard to privacy.

In a further incident, it was found that Council had not breached its privacy obligations as there was an appropriate statement advising that the relevant personal information would be shared with a third party and the reasons for that. However, improvements were identified to make it clearer to customers what would happen with their personal information.

## Functions Delegated by Council to External Bodies – Reg c/217(1) (a6)

Council did not delegate functions to any external bodies during 2021/22.

## Controlling Interest in Companies – Reg c/271(1)(a7)

Council holds a controlling interest in Nutcote Pty Ltd which is the trustee company for the Nutcote Trust.

## Partnerships, Cooperatives and Joint Ventures

Council was a party to the following partnerships, cooperatives and joint ventures:

Program	Description
Aboriginal Heritage Office	Partnership between six local councils: Lane Cove, North Sydney, Ku-ring-gai, Northern Beaches, Strathfield and Willoughby working to protect Aboriginal sites and promote Aboriginal history and heritage in each of Councils' areas.
Crows Nest Safe Village project	A partnership that exists to empower the Crows Nest community to identify, respond and reduce all forms of domestic abuse in the community, by helping to connect individuals, the local business community, and faith groups in with local services and support, and to promote healthy and respectful relationships through education and links to resources. Representatives from the Lower North Shore Domestic Violence Network, the Lower North Shore Child & Family Interagency, the Lower North Shore Multicultural Interagency, Crows Nest Centre, North Sydney Council, Willoughby City Council, Relationships Australia, Mary's House Services, and Northside Baptist Church form the steering committee.
James Milson Village	A community project providing accommodation for approximately 250 aged people on the lower North Shore. The Village is operated by the North Sydney Retirement Trust, ("the Trust").
Joint Special Interest Group (SIG)	Joint SIG between Canada Bay, Gosford, Melton (Vic), Mosman, Newcastle, Noosa (Qld), North Sydney, Shellharbour, Tea Tree Gully (SA), Wellington (NSW), Wellington (SA) Councils and Avand and Civica to provide better integration of Civica - Authority and Advanced Data Integration – applications in the areas of document storage and management and the control of names within the applications.
Link Wentworth Housing: Community housing joint ventures	Council owns community housing properties in joint partnership with Link Wentworth Housing.
Lower North Shore Child and Family Interagency	Aims to promote and advocate to improve outcomes and actively engage with families, children and the community. It is a multi-agency network based upon the common principles of information sharing, joint decision making, and coordinated responses that are culturally responsive to engage with service providers, children and their families. All LNS Councils are represented as well as a cross section of government and not for profit organisations in the sector.
Lower North Shore Domestic Violence Network (LNSDV)	The LNSDV was established to provide DV workers and people in related services with a forum to discuss issues affecting their client base; to devise strategies to promote community awareness of DV in the region; and exchange information that will assist practitioners reduce the incidence and impact of domestic violence within the Lower North Shore. Network membership is voluntary and open to workers and practitioners in the fields of DV, family support, policy development, legal services, policing, health or similar.
Lower North Shore Multicultural Network	The Lower North Shore Multicultural Network is the region's peak representative body for the multicultural communities of Mosman, North Sydney, Willoughby and Lane Cove. It is a member-based organisation, founded on the principles of multiculturalism and social justice, that is comprised of the leading multicultural not for profit organisations and government agencies, who come together in partnership to deliver services to improve the health and wellbeing of the local multicultural community and their full participation in community life. All LNS Councils are represented.

Program	Description
Lower North Shore Youth Interagency	The interagency brings together youth service providers to network and collaborate to provide informed and coordinated service delivery to young people.
Metropolitan Public Libraries Association (NSW)	An organisation representing the concerns of NSW public libraries, sharing knowledge and identifying bulk purchasing opportunities.
Northern Sydney Regional Organisation of Councils (NSROC)	An organisation representing the concerns of local government from the Northern Sydney area comprised of eight councils from the NSROC member councils: Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Ryde and Willoughby.
Northern Sydney Homeless Case Coordination	Localised multi-agency response led by St George Community Housing (SGCH) with representatives from North Sydney Council, NSW Police, Health and NGO's.
Northern Sydney Internal Audit Group	Council's internal audit function is provided under a shared service agreement. The shared service is hosted by Ku-ring-gai Council on behalf of North Sydney, Mosman, Lane Cove, Hunters Hill and Strathfield Councils.
Road Safety Program	Council and TfNSW jointly fund the position of a Road Safety Officer whose role includes public education regarding road safety issues.
Shorelink	A library management network involving Lane Cove, Manly, Mosman and Stanton public libraries.
Statewide Mutual Insurance Pool	A cooperative designed to provide access to reasonably priced insurance.
TfNSW Interface Manager	A TfNSW Interface Manager was employed to interface dealings between TfNSW and Council on major transport planning and infrastructure. This role is fully funded by TfNSW.

## Purchasing Decisions

Purchasing decisions are made in compliance with s55 of the *Local Government Act*. Goods and services valued above \$250,000 over the life of the contract are subjected to a publicly advertised tender process and require approval by Council resolution. All successful and unsuccessful tenderers are notified in writing of the tender evaluation outcomes. For expenditure between \$50,000 and \$200,000, a minimum of three quotations is required. Providing the pricing is competitive, a supplier may be selected, and direct procurement may occur.

All potential suppliers are treated impartially. All processes, evaluations and decisions are transparent, free from bias and fully documented in accordance with applicable policies and requirements. Any actual or perceived conflicts of interest are identified, disclosed and appropriately managed. Any information provided to Council by a supplier is treated as commercial-in-confidence and is not released unless authorised by the supplier or relevant legislation.

The total value of Council's major contracts (>\$150,000 each) awarded was \$29.27M.

The following contracts and agreements over \$150,000 were awarded:

Contract Number	Contractor	Goods & Services Supplied	Amount (\$)
1-2021(11)	Planet Civil Pty Ltd	Clark Rd raised pedestrian crossing	188,615
1-2021(13)	Civotek Pty Ltd	Hazelbank Rd and Morton St pedestrian crossing	270,420
1-2021(14)A	Ezy Pave Pty Ltd	Stormwater drainage construction works	339,328
1-2021(14)B	Ally Property Services Pty Ltd	Stormwater drainage construction works	376,044
1-2021(14)C	Stateline Asphalt Pty Ltd	Stormwater drainage construction works	208,581
1-2021(15)A	Ezy Pave Pty Ltd	Atchison Ln upgrade works	347,561
1-2021(17)	Shamrock Developments International	Bent St safety barrier works	317,250
1-2021(18)	Ezy Pave Pty Ltd	Cabramatta Rd and Military Rd LATM	166,827
1-2021(19)	Ezy Pave Pty Ltd	Macpherson St and Military Rd LATM	202,884
1-2021(20)	Ally Property Services Pty Ltd	Spencer Rd & Military Rd LATM	184,228
1-2021(21)	Civotek Pty Ltd	Selwyn St and Milner Cres drainage, kerb, guttering and footpath	155,420
1-2021(22)	Civotek Pty Ltd	Footpath, kerb and gutter capital works – Toongarah Rd	261,429

Contract Number	Contractor	Goods & Services Supplied	Amount (\$)
1-2021(23)	Anzellotti Constructions Pty Ltd	Newland St and Newlands Ln construction	206,758
1-2021(24)	Ezy Pave Pty Ltd	Crows Nest Rd drainage construction works	592,308.35
1-2021(25)	Ezy Pave Pty Ltd	Cairo St stair and drainage upgrade	254,538
1-2021(27)	Anzellotti Constructions Pty Ltd	McHatton St footpath improvement	212,248.96
1-2021(28)	Ezy Pave Pty Ltd	CBD public domain upgrade works	457,006.5
1-2021(29)	Shamrock Developments International	Reynolds St rock face works	215,000
19-2021	GJ's Landscapes Pty Ltd	Smoothey Park landscape upgrade	357,488.1
21-2021	Datacom Systems (AU) Pty Ltd	Mircosoft enterprise licensing	1,659,372.08
22-2021	Jadu Software Pty Ltd	Provision of Council website services	339,100
24-2021	Louvreclad Pty Ltd	Louvres Upgrade at North Sydney Indoor Sports Centre	329,100
25-2021	Downer PipeTech Pty Ltd	Stormwater drainage relining works	463,062
26-2021	Athassel Civil Pty Ltd	Newland Lne & Brennan Park GPT construction	716,141
28-2021	Shamrock Developments International	Seawall restoration works	1,209,208
30-2021	Bedrule Pty Ltd	Albany St decommissioning of power pole	168,358
32-2021	GPM Marine Constructions Pty Ltd	Wondakiah Wharf reconstruction	555,192
33-2021	Gabba Sporting Products	Bon Andrews Oval sight screens	179,995
35-2021	Co-Ordinated Landscapes Pty Ltd	Southern lawn, St Leonards Park	938,365
36-2021	Retaining Specialists Pty Ltd	Kurraba Rd stabilisation works	223,119
37-2021A	Anzellotti Constructions Pty Ltd	Anderson Park retaining wall works	151,655
39-2021	Sullivans Constructions (Aust) Pty Ltd	Tunks Park amenity block upgrade	333,977.62
5-2019F	Cleanaway Pty Ltd	Green and bulky waste	3,598,433.5
5-2019G	Cleanaway Pty Ltd	General waste processing and landfill disposal	11,103,738.5
LGP419(1)	GYC Pty Ltd	Sports fields four wheel drive mower	194,291.84
LGPNPN04-13(1)	Adtrans Hino Pty Ltd	Road sweeper truck	360,207.25
LGPNPN04-13(2A)	Adtrans Hino Pty Ltd	Four bin trucks	388,663.69
LGPNPN04-13(3)	Adtrans Hino Pty Ltd	Refuse compactor truck	199,784.64
LGPNPN1.15-2(1)	Conquest Equipment Technologies Pty Ltd	Footpath sweeper electric vehicle (cleansing)	314,800
NSROC-2022(1)	Stateline Asphalt Pty Ltd	Miller St pavement restoration works	237,380
PA2306-0843(1)	Aurora Information Technology Pty Ltd	Shorelink library management system	292,999.5

## COMMUNITY ENGAGEMENT

Community engagement is integral to Council's project and service delivery. We engage with our stakeholders in three primary ways:

- › responding to specific requests for information and services
- › participating in multi-stakeholder relationships; and
- › conducting project-specific community engagement activities.

Council regularly communicates with the community through our community newsletter *North Sydney News* distributed to all households, various e-Newsletter subscriptions, social media and Council's website.

Council conducted numerous engagements in 2021/22, providing stakeholders the opportunity to provide input into a broad range of projects, services and policies. Methods of engagement varied by project, depending on the decision type/level of impact in accordance with Council's *Community Engagement Protocol*.

Consultations included (not in any date/priority order):

Consultation	Description
Statutory Engagements	<ul style="list-style-type: none"> <li>› draft Financial Statements 2020/21</li> <li>› Community Strategic Plan review</li> <li>› draft Delivery Program/Operational Plan &amp; Budget 2022/23 – including the Revenue Policy 2022/23</li> <li>› draft Resourcing Strategy 2022-2032 – including the Long Term Financial Plan, Asset Management Strategy and Workforce Plan</li> <li>› draft Fees and Charges Schedule 2022/23</li> <li>› draft Grants and Subsidies 2022/23</li> </ul>
Supporting Plans and Strategies	<ul style="list-style-type: none"> <li>› amendment to North Sydney Local Infrastructure Contributions Plan (2020)</li> <li>› amended Aboriginal and Torres Strait Islander Protocol Guidelines</li> <li>› draft North Sydney Walking Strategy</li> <li>› Events Strategy review – Stage 1</li> <li>› Stanton Library and Historical Services Strategic Plan review - Stage 1</li> <li>› Disability Action Inclusion Plan review – Stage 1</li> <li>› Arts &amp; Cultural Strategic Plan review – Stage 1</li> <li>› Floodplain Risk Management Study &amp; Plan – Stage 2</li> <li>› joint strategic plans – draft Nutcote Joint Strategic Plan 2022-24, North Sydney Community Centre Joint Strategic Plan 2020-25</li> <li>› draft Plans of Management for Crown Land – Cremorne Reserve, Bushland Plan of Management, Neighbourhood Parks, Playgrounds and Sportsgrounds</li> <li>› Planning Proposals, DCP amendments and/or Voluntary Planning Agreements</li> <li>› PP 3/18 and draft VPA, 50-56 Atchison St, St Leonards</li> <li>› draft DCP and VPA 173-179 Walker &amp; 11-17 Hampden</li> <li>› draft North Sydney DCP 2013 amendment – North Sydney CBD commercial tower setbacks and separation</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>› proposed Holtermann St Carpark redevelopment – concept plans for urban park</li> <li>› Primrose Park small watercraft storage</li> <li>› playground upgrades – Merrett Playground, St Leonards Park Playground, Fred Hutley Reserve Playground</li> <li>› public domain and pedestrian plazas – Burton St Plaza trial, Miller St Pop-up</li> </ul>

Consultation	Description
Policies	<ul style="list-style-type: none"> <li>&gt; Changes to Council Meeting Schedule and Practice</li> <li>&gt; amended Code of Meeting Practice</li> <li>&gt; amended Code of Conduct – Councillors and Staff</li> <li>&gt; draft Sustainable Building Policy and Guidelines</li> </ul>
Other	<ul style="list-style-type: none"> <li>&gt; managing Council’s Prime Main Harbour Foreshore Parks</li> <li>&gt; impacts of COVID on the Business Community</li> <li>&gt; food scraps trial</li> <li>&gt; New Year’s Eve alcohol free areas/alcohol prohibited zones renewal</li> </ul>





# STATUTORY INFORMATION



# ACCESS APPLICATIONS

## Government Information Public Access (GIPA) Act s125(1)

The GIPA Act requires Council to report in detail on the handling of access applications. This statement is in accordance with the GIPA reporting requirements.

### Review of proactive release program

Council's program for the proactive release of information involves:

- › ongoing review of document registration standards in relation to online publishing of DA associated documentation in the Applications Tracking section of Council's website
- › ongoing review of document registration standards in relation to onsite public access perusal appointments
- › review of Council's *Access to Information Policy*
- › review of Council's *Publication Guide*
- › review of Council's *Public Registers*
- › review of Council's *Privacy Management Plan*
- › review of internal eLearning GIPA module
- › review of *Staff Reference Guide for Personal & Private information held by Council*

During 2021/22, we reviewed this program by:

- › updating Council's *Agency Information Guide*
- › ongoing consultation with key Council stakeholders
- › updated documentation to reflect staff realignment
- › updated documentation and templates to reflect changes in business practices
- › reviewed mandatory inhouse online training module for GIPA awareness
- › reviewed mandatory inhouse online training module for Privacy principles
- › ongoing consultation and training provided to existing and newly appointed Council staff in public access practices in accordance with reviews of document registration practices
- › updating publication to online registers
- › undertaking internal auditor review of privacy management
- › reviewed departmental processing practices

As a result of this review, we released the following information proactively:

- › 919 responses to documented Informal Access to Information Applications
- › increased categories of DA associated information on the Applications Tracking section of the Council website including publication of submissions
- › online publishing of information referenced in Council's *Agency Information Guide*
- › continued Live Minutes of Council Meetings
- › continued online streaming of Council Meetings
- › online publishing of disclosure of interests

### Number of access applications received

During 2021/22, Council received a total of 344 formal access applications (including withdrawn applications excluding invalid applications).

### Number of applications refused

During 2021/22, Council refused zero applications either wholly or in part because the information requested was information referred to in s1 to the GIPA Act.

The table below outlines the number of applications by type of applicant and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	13	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	7	0	0	0	0	0	0	0
Members of the public (other)	315	0	0	0	0	0	0	0

The table below outlines the number of applications by type of application and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	282	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	56	0	0	0	0	0	0	0

\*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

There were no invalid applications. The conclusive presumption of overriding public interest against disclosure: matters listed in s1 of the GIPA Act consideration was not used.

The table below outlines other public interest considerations against disclosure, matters listed in table s14 of the Act:

	No. times consideration used against disclosure
Responsible and effective government	2
Law enforcement and security	2
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

The table below outlines the number of applications reviewed under Part 5 of the Act by review type and outcome:

	Decision Varied	Decision Upheld	Total
Internal review	0	0	0
Review by Information Commissioner	1	0	1
Internal review following recommendation under s93 of Act	0	0	0
Review by ADT	0	0	0

## Companion Animal Management – Reg cl217(1)(f)

Council’s rangers work with the community to protect residents, their pets and the natural environment by enforcing companion animal laws. All pound data is lodged with the Office of Local Government as required.

During 2021/22, Council received 47 reports of alleged dog attack incidents. As required, all dog attacks were reported to the Office of Local Government within 72 hours of being advised of an attack.

Nine companion animals were impounded. Six were returned to their owners and three were re-homed. No animals were euthanised.

Council has a “no euthanasia” position and rehoming is used as an alternative to euthanasia for unclaimed animals.

Council promotes desexing of dogs and cats at Council’s pound for all rehomed animals and at local veterinary hospitals.

In May 2022, Council provided the “Bark in the Park” event at St Leonards Park, as part of its animal care and education program.

All Council parks and public reserves are off-leash areas, with the exception of:

- > all bushland areas
- > all playing fields while organised sporting events are in progress
- > St Leonards Oval (No. 1 and 2)
- > Cremorne Point Reserve
- > Clark Park
- > Ancrum St Park
- > the Coal Loader Centre for Sustainability and Platform.

Council received \$31,025.52 in companion animal fund money in 2021/22. Council spent \$108,133 on companion animal management and education activities.



## Legal Proceedings and Costs – LG Act s428(e)

### Register of Appeals and Court Matters

During 2021/22, Council incurred legal costs in relation to legal proceedings as follows:

Legal Proceeding	Cost	Status	Result
66 Shellcove Rd, Neutral Bay Anne McCusker LEC 305102/19	-\$8,650.73	Closed 11/06/2021. Cost incurred this FY.	Appeal dismissed
116 Blues Point Rd, McMahons Point Blues Point Hotel Property Pty Ltd and Blues Point Hotel Property No 2 Pty Ltd LEC 373973/19	-\$4,173.05	Closed 1/04/202. Cost incurred this FY.	Appeal dismissed
6 Johns St, McMahons Point Noakes Group Pty Limited LEC 122833/20	-\$10,593.00	Closed 25/01/2021. Cost incurred this FY.	Appeal upheld
37-39 Murdoch St, Cremorne Active Kids Group Pty Limited LEC 157515/20	-\$2,003.10	Closed 11/05/2021. Cost incurred this FY.	Appeal upheld
177-199 Pacific Hwy, North Sydney TPG Telecom Limited (formerly Vodafone Hutchison Australia Pty Limited) LEC 210569/20	-\$686.40	Closed 30/06/2021. Cost incurred this FY.	Appeal upheld
62-64 Hayberry St, Crows Nest Dr Eric Lim LEC 332718/20	-\$249.06	Closed	Proceedings discontinued
5 Bay View St, Lavender Bay Yolenda Camuglia LEC 356210/20	-\$87,711.55	Closed	Appeal upheld
18 Illiliwa St, Cremorne Connoisseur Property Holdings Pty Limited LEC 356211/20	-\$1,408.55	Closed	Proceedings discontinued
6 John St, McMahons Point Stannards Marine Pty Ltd LEC 63136/21	-\$1,001,086.88	Pending	Judgment reserved
101 Blues Point Rd, McMahons Point Peter Princi Architects LEC 75725/21	-\$1,723.70	Closed	Proceedings discontinued
17 Rowllison Pde, Cammeray Troy McGeachie LEC 89880/21	-\$20,438.68	Closed	Section 34 Agreement executed
101 Blues Point Rd, McMahons Point Dreric Pty Limited LEC 101973/21	-\$21,272.44	Closed	Appeal upheld
46 Burlington St, Crows Nest Eric Young Aun Lim LEC 123657/21	-\$14,673.45	Closed	Appeal upheld
35 Kurraba Rd, Neutral Bay (20-24 Bray St, North Sydney) Loyito Pty Ltd LEC 141523/21	-\$14,579.94	Closed	Appeal upheld
G01 to G07, 13 Eden St, North Sydney Myrtle 29 Pty Ltd LEC 168987/21	-\$17,469.25	Closed	Proceedings discontinued

Legal Proceeding	Cost	Status	Result
G01 to G06, 13 Eden St, North Sydney Myrtle 29 Pty Ltd LEC 168988/21	-\$5,589.10	Closed	Proceedings discontinued
233-237 Military Rd, Cremorne Clusterduck Pty Ltd LEC 199168/21	-\$14,271.40	Closed	Appeal upheld
30 Wilson St, Cammeray Ben Turner and Rebecca Meyer LEC 242732/21	-\$61,007.82	Closed	Appeal upheld
105-153 Miller St, North Sydney IOF Custodian Pty Ltd atf the 105 Miller St North Sydney Trust LEC 245302/21	-\$271,859.82	Pending	N/A
G01 to G06, 13 Eden St, North Sydney Myrtle 29 Pty Ltd LEC 255383/21	-\$27,048.45	Closed	Appeal upheld
68 Albany St, Crows Nest Anthony Fung & Rezana Karim LEC 321903/21	-\$19,618.08	Closed	Appeal upheld
66 Shellcove Rd, Neutral Bay Anne McCusker LEC 9347/22	-\$22,529.95	Pending	N/A
6 Billong Rd, Kurraba Point George Nusalim LEC 33501/22	-\$30,518.61	Pending	N/A
6 John St, McMahons Point Stannards Marine Pty Ltd LEC 36839/22	-\$135,833.50	Pending	Judgment reserved
1 Bank Ln, North Sydney Philip Mehrgardt LEC 39548/22	-\$97,212.63	Pending	N/A
6 John St, McMahons Point Stannards Marine Pty Ltd LEC 58456/22	-\$6,920.10	Closed	Proceedings discontinued
80 Cairo St, Cammeray Brigit Salter LEC 78045/22	-\$20,079.47	Pending	N/A
115-119 Holt Ave, Cremorne Holt Ave Cremorne Pty Ltd LEC 81791/22	-\$3,635.50	Pending	N/A
131-133 Holt Ave, Cremorne Helm No 18 Pty Ltd LEC 81671/22	-\$33,226.25	Pending	N/A
11A Hazelbank Rd, Wollstonecraft Kate Gamble LEC 89668/22	-\$3,976.72	Pending	N/A
117 Union St, McMahons Point Mark Stefan Kachor LEC 111254/22	-\$3,194.07	Pending	N/A
21 Christie St, Wollstonecraft BCMA Investments Pty Ltd LEC 115396/22	\$0.00	Pending	N/A
60 Kareela Rd, Cremorne Andrew Sutton, David Elliot, Hugh Elliot and James Elliot LEC 132806/22	-\$16,326.75	Pending	N/A

Legal Proceeding	Cost	Status	Result
131-133 Holt Ave, Cremorne Helm No 18 Pty Ltd LEC 131164/22	\$0.00	Pending	N/A
6 Warung St, McMahons Point William Neilson LEC 141240/22	\$0.00	Pending	N/A
1 Warung St, McMahons Point Highbury Warung Pty Ltd LEC 157325/22	\$0.00	Pending	N/A
271 Pacific Hwy, North Sydney Jazar Investments Pty Ltd LEC 160129/22	\$0.00	Pending	N/A
96-98 Ben Boyd Rd, Neutral Bay AIDOP No 3 Pty Ltd ATF Aidop No 3 Unit Trust LEC 165233/22	-\$9,023.30	Pending	N/A
8 Baden Rd, Kurraba Point Gail Pemberton LEC 166567/22	\$0.00	Pending	N/A
107 High St, North Sydney 107 High Nth Sydney Pty Ltd LEC 173292/22	\$0.00	Pending	N/A
1 Eden St, North Sydney ID Fitouts Pty Ltd LEC 173180/22	\$0.00	Pending	N/A
15 Allister St, Cremorne The Owners – Strata Plan 19383, Michael Kerrigan, Nicole Roche and Cremorne JV Pty Ltd LEC 188395/22	\$0.00	Pending	N/A
Traffic Matter Matthew Williams DC 106191/2020 DC 106192/2020	-\$3,841.20	Closed	Appeal dismissed and conviction upheld. Costs awarded to Council
NCAT Matter – Privacy Complaint EIG NCAT: 279902/21	-\$57,258.75	Closed	Application upheld
NCAT Matter – Breach of Order Complaint EIG NCAT 45993/21	-\$22,867.24	Closed	Dismissed
NCAT Matter – Privacy Complaint EIG NCAT 80016/21	-\$56,398.10	Pending	Pending Appeal “AP 319529/21”
NCAT Matter – Appeal against Privacy Complaint EIG AP 319529/21 (Appeal against NCAT 80016/21)	-\$84,841.01	Pending	Judgment Reserved

## Stormwater Management Services (*Stormwater Management – LG Reg cl217(1)(e)*)

Council has levied an annual Stormwater Management Service Charge (SWMC) since July 2013. In the 2021/22 financial year the funds from the SWMC were used on relining in the below locations:

- › Bent St, Neutral Bay
- › Commodore St, McMahons Point
- › Cowdroy Ave, Cammeray
- › French St, McMahons Point
- › Grafton St, Cammeray
- › Holt Ave, Cremorne
- › Ivy St, Wollstonecraft
- › King George St, McMahons Point
- › Lithgow St, St Leonards
- › Lower Wycombe St, Neutral Bay
- › MacArthur Ave, Crows Nest
- › Miller St, North Sydney
- › Milson Rd, Cremorne
- › Munro St, McMahons Point
- › Newlands St, Wollstonecraft
- › Pine St, Cammeray
- › Robertson Ln, Kirribilli
- › Ross St, Wollstonecraft
- › Russell St, Wollstonecraft
- › Sergeants Ln, St Leonards
- › Tryon Ave, Wollstonecraft
- › Waiwera St, McMahons Point
- › Waruda St, Kirribilli
- › Waverton Ln, Waverton
- › West St, North Sydney
- › Whatmore St, Waverton

## Grants and Donations – *LG Act s356*

\$865,620 was contributed or otherwise granted under s356 (financially assist others) by Council in 2021/22.

North Sydney Community and Cultural Centres and Services	
Crows Nest Community Centre	\$427,746
Kirribilli Neighbourhood Centre	\$53,206
May Gibbs Nutcote House Museum	\$64,000
Neutral Bay Community Centre	\$8,000
North Sydney Community Centre	\$64,000
North Sydney Men's Shed	\$6,400
North Sydney Children's Services	\$27,768
<b>TOTAL</b>	<b>\$651,120</b>
Community Grants/Donations	
North Sydney Community Services (not in Council buildings)	\$178,500
New and Innovative Small Grants	\$25,000
Food Grants	\$11,000
<b>TOTAL</b>	<b>\$214,500</b>



## Disability Inclusion Action Plan (DIAP) – Disability Inclusion Act 2014 s13(1)

The *North Sydney Disability Inclusion Action Plan 2022-2026* was prepared following preliminary engagement conducted in February/March 2022 and the draft plan will be publicly exhibited in early 2022/23, following Council endorsement. The new DIAP was informed by community engagement and a disability stakeholder group comprised of people with a lived experience of disability connected to the North Sydney LGA.

During 2021/22, Council achieved the following outcomes under the current plan:

### Liveable Communities

- › Neutral Bay Community Centre was upgraded with a new entry vestibule entrance to improve access and functionality.
- › public domain upgrades were made to the Cammeray village centre to improve access.

### Employment

- › all staff policies and procedures were reviewed in 2021 to meet legislative requirements.
- › an Age Management Plan was developed and adopted by the Executive Leadership Team.
- › access to the Employee Assistance Program counselling service continued for all Council staff.
- › R U OK? Day was acknowledged in September 2021 with an internal event held for staff.
- › lunchtime webinars with a mental health focus were held.

### Systems and Processes

- › software was used to identify access barriers on Council's website and maintain compliance with WCAG 2.0 AA level.
- › Council's Procurement Manual was updated to include accessibility.
- › The accessible event checklist was promoted internally to give guidance on ensuring accessibility at Council events.

### Attitudes and Behaviours

- › Casual Dress Days, a monthly staff initiative supporting a local cause or calendar event, with specific focus on disability and access was introduced.

## *Carers Recognition Act 2010 (CR Act), s8(2) Compliance*

Carers and those being cared for are supported through services provided through community centres.

The Crows Nest Centre coordinates a Dementia Café for people living with dementia and their carers and supports carers with in-home support services.

Council provides information and advice to carers and people requiring assistance.

## *Swimming Pools Act 1992 (SP Act), s22F(2) Swimming Pools Regulation 2018 (SP Reg) cl23*

Below are the details of private swimming pool inspections undertaken during the year:

Type	No. conducted
Tourist and visitor accommodation	2
Premises with more than two dwellings	59
Issuance of a certificate of compliance under s22D of the SP Act	47
Issuance of a certificate of noncompliance under cl21 of the SP regulation	12



## Planning Agreements under the *Environmental Planning & Assessment Act 1979 – EP&AA s7.5(5)*

Planning Agreements are legal documents created under the *Environmental Planning and Assessment Act 1979* (EP&A Act) between developers and government agencies (including councils) for the provision of funds or works by the developer for infrastructure, services or other public amenities typically negotiated at the time of rezoning or during the assessment of a development application. Planning Agreements typically fund or deliver local infrastructure not envisaged under traditional local infrastructure contribution plans (s.7.11 and s.7.12 contributions plans).

Council entered into the following planning agreements during the 2021/22 financial year:

<b>Parties</b>	<b>North Sydney Council and CN Land Pty Limited</b>
Date of Execution	11 August 2021
Land to which the VPA relates	27-57 Falcon St, Crows Nest
Description	Facilitates a monetary contribution of \$800,000 for the purposes of contributing towards the upgrade of Hume St Park or public open space within the North Sydney LGA as well as the dedication of land to Council for pedestrian pathways, including embellishment of that land.
<b>Parties</b>	<b>North Sydney Council and Epic Leisure Pty Ltd</b>
Date of Execution	27 January 2022
Land to which the VPA relates	50-56 Atchison St, St Leonards
Description	Facilitates a monetary contribution of \$1.4M for the upgrade of Hume St Park or public open space within the suburbs of St Leonards or Crows Nest within the North Sydney LGA. Provision of a \$5.5M wide publicly accessible pedestrian through-site link from Atchison St to Atchison Ln. Provision of a 3m building setback from Atchison St.
<b>Parties</b>	<b>North Sydney Council and Cbus Property R3 Pty Ltd and Eswood Home Units Pty Ltd</b>
Date of Execution	30 May 2022
Land to which the VPA relates	173-179 Walker St & 11-17 Hampden St, North Sydney
Description	Facilitates the construction and dedication to Council 5% of the total number of new dwellings (rounded down if not a whole number) constructed on the land post the instrument change for the purposes of affordable housing and a monetary contribution of \$15,100 per additional dwelling constructed on the land, excluding any dwelling dedicated for affordable housing, post instrument change for the purposes of community infrastructure.

The following planning agreement was entered into in the 2020/21 financial year, and was delivered in the 2021/22 financial year.

<b>Parties</b>	<b>North Sydney Council and Sydney Metro (TfNSW) and the Minister for Planning and Public Spaces</b>
Date of Execution	16 June 2021
Land to which the VPA relates	Block bounded by 479-521 Pacific Hwy and 14 Clarke St, Crows Nest (location of Crows Nest Metro "over station development")
Description	Facilitates the payment of \$11.818M in monetary contributions, comprising \$9.818M in monetary contributions which would ordinarily be required to be paid as part of the future development of the sites consistent with the State Significant Development Consent (approved Dec 2020 – ref SSD-9579) plus \$2M over and above this. This contribution may be expended on the acquisition, embellishment or maintenance of public facilities including public open space

The following planning agreements were entered into prior to the 2021/22 financial year, but are yet to be delivered.

<b>Parties</b>	<b>North Sydney Council &amp; Anson City Developments 1 (Australia) Pty Ltd</b>
Date of Execution	25 June 2018
Land to which the VPA relates	617-621 Pacific Hwy, St Leonards
Description	Facilitates the dedication to Council of two entire fitted out floors within the podium of a future development on the site for the purposes of an arts centre with an approximate value of \$16.5M.
<b>Parties</b>	<b>North Sydney Council &amp; Rozene Pty Ltd &amp; Rosemate Pty Ltd</b>
Date of Execution	26 July 2019
Land to which the VPA relates	575-583 Pacific Hwy, St Leonards
Description	Facilitates a monetary contribution of \$4,095,803 for new open space within the precinct, a setback of 3m from the Pacific Hwy frontage, except where significant features of the Marco building already exist, a restriction on building height to RL 102.3 along the southern boundary, shared with 567-573 Pacific Hwy, and a restriction on building height to RL 116.5 along the north-western boundary.
<b>Parties</b>	<b>North Sydney Council and TWT Property Group P/L &amp; Tildoan Pty Ltd</b>
Date of Execution	17 September 2020
Land to which the VPA relates	23-35 Atchison St, St Leonards
Description	Facilitates a monetary contribution of \$2.8M for the purposes of contributing to new open space within the precinct, a 5m wide land dedication to Oxley St as well as a embellishment works and provision of a 6m wide publicly accessible through-site link to improve pedestrian connectivity in the area.

### Interim Heritage Orders (IHO) issued – *Heritage Act, 1977 s25*

An IHO provides temporary protection to a building or place under threat of demolition to enable a detailed heritage assessment to be completed. This will determine if the property meets the necessary threshold for listing as an item of heritage significance under the Local Environmental Plan or to be placed upon the State Heritage Register. The following IHOs were enforced by Council in 2021/22:

IHO No.	Address	Suburb	Council Imposition Date	Gazettal Notice Date	Gazettal Notice No.
1/22	115, 117, 119, 131, and 133 Holt Ave	Cremorne	7 March 2022	11 March 2022	103
2/22	15 Alister St	Cremorne	1 June 2022	3 June 2022	241

### Environmental Upgrade Agreements (EUAs) – *Act s54P(1)*

No EUAs were entered into during 2021/22.

### Recovery and Threat Abatement Plans – *Fisheries Management Act 1994, s220ZT(2)*

No Recovery and Threat Abatement Plans were implemented during 2021/22.

### Rates and Charges Written off During the Year

No rates and charges were written off during the year.

### Capital works projects where a capital expenditure review has been submitted.

There were no capital works projects where a capital expenditure review was submitted. No capital expenditure reviews for capital works projects were submitted during the year. A capital expenditure review was submitted in 2019/20 for the North Sydney Olympic Pool redevelopment project.



# OUR PERFORMANCE

## PERFORMANCE AGAINST THE DELIVERY PROGRAM/ OPERATIONAL PLAN 2021/22

Our performance is measured against the strategic directions, outcomes and strategies of the *Community Strategic Plan 2018-2028*. We assess how our activities to date, monitored via the annual Operational Plan have progressed towards our desired outcomes and our community's vision to ensure we are on track.

The *Community Strategic Plan 2018-2028 and Delivery Program/Operational Plan 2018/19-2021/22* comprise five key directions:

- > Our Living Environment
- > Our Built Infrastructure
- > Our Economic Vitality
- > Our Social Vitality
- > Our Civic Leadership

During 2021/22 (the final year of the Delivery Program), Council undertook 208 projects in line with these key directions. As at 30 June 2022 84.6% of projects were on track or completed and 15.4% of projects were delayed or not progressing. 33 were completed, 142 projects were on track, 32 projects were delayed and three projects were discontinued or not progressing.

### Performance Status

The following pages summarise performance against the *Delivery Program/Operational Plan 2021/22*.



# DIRECTION 1 OUR LIVING ENVIRONMENT



3  
Completed

30  
On track

11  
Delayed

## Delivery Program Achievements 2021/22

### 1.1 Protected and enhanced natural environment and biodiversity

- › Council's suite of 11 *Bushland Rehabilitation Plans* were implemented by Council staff and contractors
- › Harbourcare volunteering involvement increased in Q3 2021/22 as COVID restrictions eased and public confidence grew in
- › Bushcare volunteering resumed in January 2022 following the easing of COVID restrictions, however since resuming, volunteer participation has declined by 15-20%. Works is underway to celebrate Bushcare's 30th Anniversary in 2023.
- › the Native Havens Program supplied 3,237 free local native plants, advice, visits and support to residents with havens on their private land.
- › 33 participants of the Watch program provided Council with over 2,000 wildlife observations during the reporting period.
- › the Coal Loader Events Program recommenced in Q4 2021/22 in line with COVID safe protocols
- › environmental monitoring occurred routinely through 2021/22. Wet weather results in Q3 and Q4 2021/22 were non-compliant due to pollutants mobilised over the period of excessive rainfall.

### 1.2 North Sydney is sustainable and resilient

- › energy conservation education programs were held with business and residents, focusing on photovoltaics, heat pumps, water tanks, fittings and fixtures and solar hot water
- › the Green Events Workshops program covered topics including energy and water efficiency, waste reduction, renewable energy and food sustainability. 1,218 participants attended a total of 25 events. More than 80% of participants were committed to changing their behaviour as a result of attending, a strong annual result given the impact of COVID restrictions in the first half of the year.
- › the Harvest Collective was a success with 50 participants committing to a four-week program on growing fruit and vegetables. All the participants reported that they were motivated to put their learnings into practice.
- › Waste Education Programs included the sale of subsidised worm farms and compost bins online and in person. The Compost Revolution Program was successful with orders placed for 92 compost bins and 100 worm farms in 2021/22.
- › the Imperfect Low Waste Living Program focused on reducing waste. The 25 participants averaged a 40% reduction in waste over the four-week period.
- › implementation of the *Environmental Sustainability Strategy* commenced. This, along with the *Greenhouse Action Plan*, guides Council to achieve energy and water use reduction goals.
- › electricity generating photovoltaic solar systems were installed at the Coal Loader, Bradfield Park Community Centre, Council Chambers and Ros Crichton Pavilion. Heat pumps were installed at the Coal Loader and Council Chambers.
- › Council collaborated with regional groups including the Sydney Coastal Council Group, NSROC and the Local Emergency Fire Committee who all have a role in preparing and adapting to the impacts of climate change.
- › the trial Community Tool Library had a strong return in after closure during COVID restrictions and launch planned for August 2022.

### 1.3 Quality urban spaces

- › implementation of Council's Street Tree Strategy and Urban Forest Strategy continued, including the annual replanting of over 450 trees.
- › participation in the Streets Alive and Community Gardens volunteer programs increased, including 40 new Streets Alive sites.

### 1.4 Public open space and recreational facilities and services meet community needs

- › long periods of wet weather and contractor availability delayed Stage 1 of the open space project at Hume St, Crows Nest. This will be completed early in Q1 2022/23.
- › the upgrade of the Gore Cove to Smoothery Park walking track started and expected to be complete by Q4 2022/23
- › the revised *Bushland, Neighbourhood Parks, Cremorne Reserve and Playgrounds Plans of Management* were submitted to the NSW Department of Crown Lands to gain approval for Council adoption, post adoption. The draft *Foreshore Parks and Reserves Plan of Management* have been submitted to Crown Lands for approval to publicly exhibit.
- › the Grasmere Park children's playground upgrade was completed in Q1 2021/22. The focus on retaining the park's existing style and character had strong community support.
- › the Fred Hutley Children's Playground upgrade is underway and will be completed in Q2 2022/23
- › consultation for Merrett Playground was undertaken in Q3 2021/22. The project's commencement is pending the Land and Environment Court's determination on the future of the ex-Waverton Bowling Club site.
- › events returned to North Sydney Oval in the second half of 2021/22 as COVID restrictions eased, including the Women's Country Big Bash final, the NSW Country T20 Cricket Championships, the NSW Cup Rugby League and the Rugby Union Shute Shield.
- › Council received funding under the NSW Public Spaces Legacy Program to acquire and improve public access to the Quarantine Boat Depot at Waverton with the objective of expanding open space.

# DIRECTION 2 OUR BUILT INFRASTRUCTURE

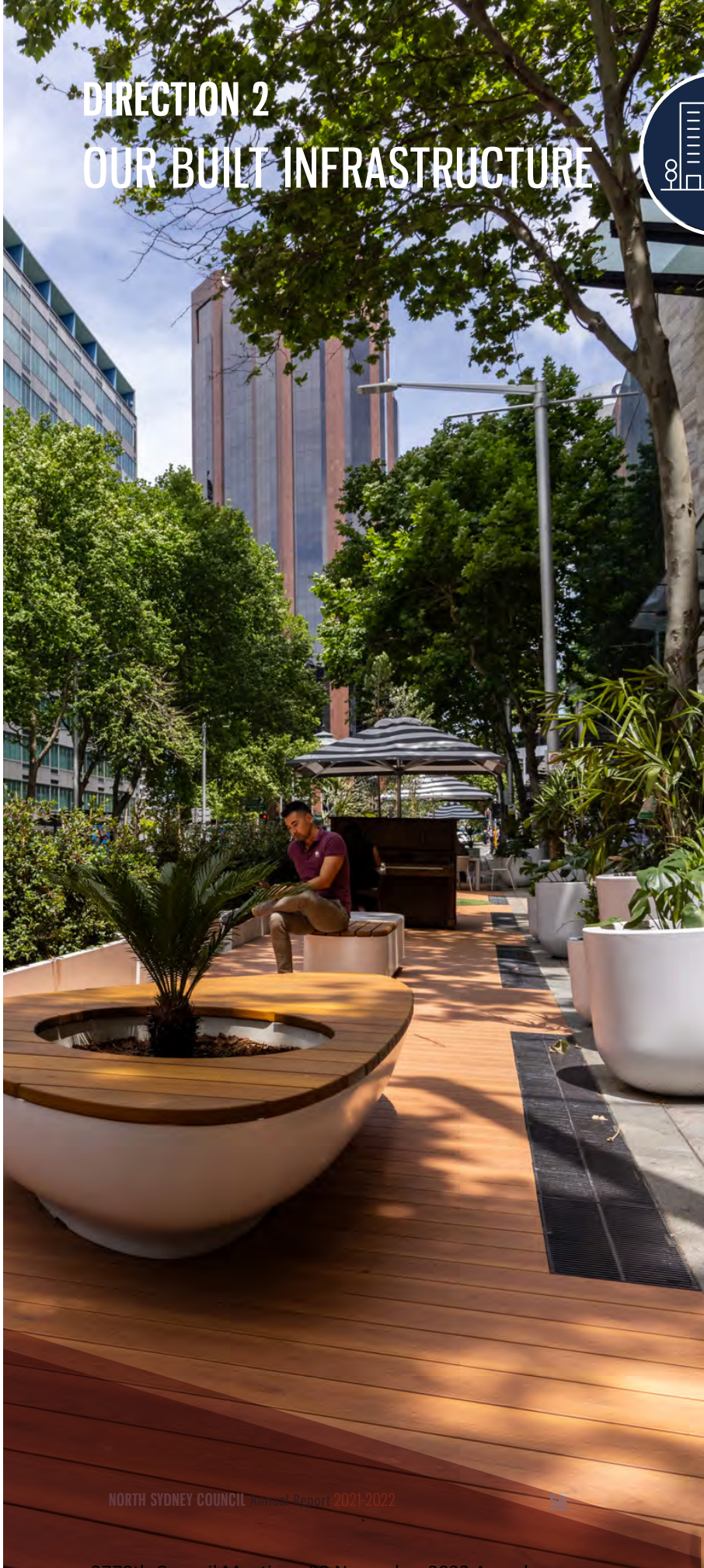


13  
Completed

27  
On track

4  
Delayed

1  
Not progressing



## Delivery Program Achievements 2021/22

### 2.1 Infrastructure and assets meet community needs

- > most capital works programs identified in Council's *Asset Management Strategy* and *Asset Management Plans* were completed in accordance with available budget. Highlights included:
  - 16 footpath reconstruction projects, excluding public footpaths replaced as part of the village centre upgrades
  - 14 kerb and gutter projects
  - 18 drainage projects
  - 15 road reconstruction projects
  - 13 retaining wall reconstruction projects
  - five safety barrier projects
  - seawall works in Tunks Park and on the Lavender Bay foreshore
- > the Wondakiah Wharf and boardwalk replacement was the largest marine structures capital works project for the year. Works included the removal and replacement of timber piles, beams, girders and decking that had reached the end of their asset life.
- > Council's revised *Asset Management Strategy 2022-2032* was endorsed June 2022 as part of the *Resourcing Strategy 2022-2032*
- > the 2012/22 Property Renewal Program was completed, except for the North Sydney Indoor Sports Centre which is due for completion Q1 2022/23.
- > emergency incidents addressed during the year included:
  - an awning collapse on the Pacific Hwy, Crows Nest
  - closure of Hayes St beach and MacCallum Pool due to a tsunami warning
  - a bus shelter that was run into by a truck in Grafton St, Naremburn
  - an embankment collapse at Stratford and Alan Sts, Cammeray
  - a private retaining wall collapse at Shellbank Pde, Cremorne
  - a minor retaining wall collapse at Green St, Cremorne
  - a private retaining wall collapse at Belgrade St near Ben Boyd Ln
  - rockface collapse in Reynolds St
  - a minor collapse of a private retaining wall at Richmond Ave, Cremorne
  - unstable excavation on the Pacific Hwy, North Sydney
  - a hydraulic oil spill at Shirley Rd, Wollstonecraft
  - a Council retaining wall collapse in Cremorne Reserve
  - prevention of a potential brick wall collapse at a private residence in Blues Pt Rd, McMahons Point
- > the Flood Study and associated community consultation was undertaken
- > \$12M worth of public domain improvement works were completed along the Military Rd corridor between Neutral Bay and Cremorne
- > the Primrose Park Tennis Court upgrade was completed in June 2022 thanks to \$2.2M grant funding from the Commonwealth Government's Local Roads & Community Infrastructure Program
- > public domain upgrades in the North Sydney CBD Pacific Hwy and Miller St continued in 2022 with over 85% of the North Sydney Centre now upgraded with the new palette of materials and finishes specified in Council's *Public Domain Style Manual*.
- > consultation occurred on the proposed car park redevelopment at Holtermann St, Crows Nest, to move the carpark underground and construct a new public park on at grade. This will include refurbishment of the northern side of the Crows Nest Centre.
- > Council's infrastructure advertising contract was finalised, with the expectation to deliver \$50M in revenue over 10 years. Includes installing new digital community notice boards (comms panels) across the North Sydney Centre and village centres.
- > solar panels were installed on the Wyllie Wing building at the Council Chambers.
- > the North Sydney Olympic Pool redevelopment project is delayed due to COVID impacts and adverse weather conditions. Expected completion is now Q2 2022/23.

### 2.2 Vibrant centres, public domain, villaes and streetscapes

- > Council completed two major projects in the North Sydney CBD during the year, including sections of the Pacific Hwy and Miller St
- > significant maintenance works, awning and pavement cleaning were completed along Willoughby Rd. Council also undergrounded powerlines along Willoughby Rd.
- > public domain expansion projects were trialed including the Miller St pop-up, closure of Burton St and Bligh St, Kirribilli shared zone. Following community feedback, Council commenced designs for the permanent closure of Burton St (between Humphrey Pl and Broughton St) and the Bligh St shared zone to be implemented in 2022/23
- > since it commenced in July 2020, Stage 1 of Ausgrid's LED street lighting program has coordinated the replacement of 1,084 streetlights with LEDs across the LGA. An agreement was finalised in Q4 2021/22 to upgrade a further 400 streetlights to LEDs over the next two years.
- > the Neutral Bay Community Centre entry area was refurbished



## Delivery Program Achievements 2021/22

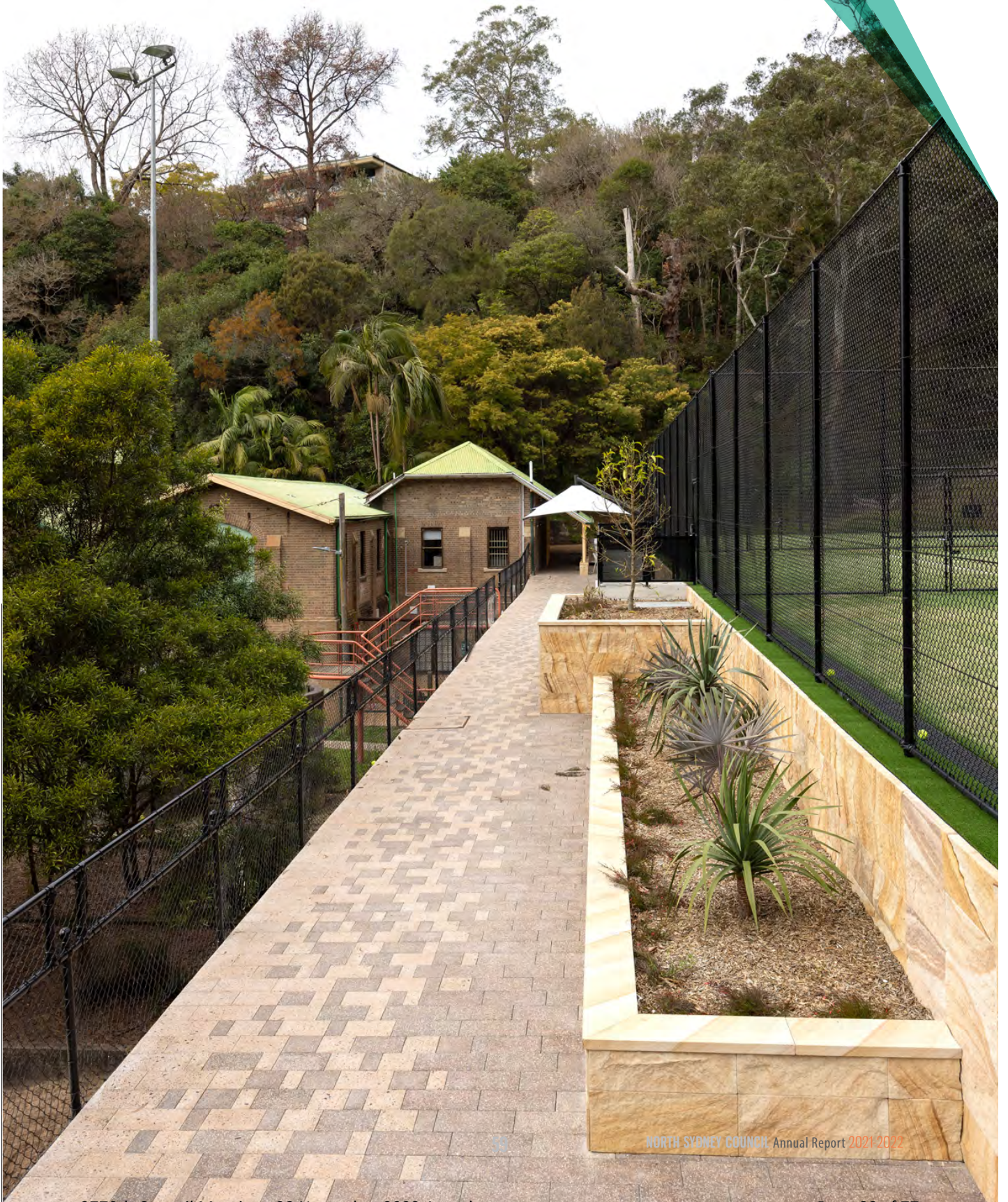
### 2.3 Sustainable transport is encouraged

- › Council provided feedback to TfNSW on the Strategic Cycleway Review and Regional Route Network, the Ernest St Active Transport Link and the shared path bridge at Ridge St, as part of the Warringah Freeway Upgrade
- › safety around schools was the focus of the 2021/22 Road Safety Program. Council actively promoted education campaigns at local schools to encourage public transport and alternate modes of transport to school.
- › implementation of Council's *Integrated Cycling Strategy* continued with concept designs prepared for the first stage of the West St Cycleway and Young Street Cycleway is underway, with public exhibition planned for 2022/23.
- › bike racks and storage rings were installed at Alexandra St, Burlington St and Willoughby Rd
- › Council resolved to reopen Young St to traffic in April 2022 with the temporary plaza to be removed
- › Council was accepted as part of the State Government's E-Scooter trial.

### 2.4 Improved traffic and parking management

- › more than 30 minor traffic facility projects and eight major traffic facility projects included in the *Local Area Traffic Management Plans* (LATMs) were completed:
  - Clark Rd at Margaret St pedestrian crossing upgrade
  - Military Rd pedestrian improvements at Hampden Ave
  - MacPherson St
  - Spencer Rd and Cabramatta Rd
  - Union St traffic calming median
  - Morton St at Hazelbank Rd pedestrian crossings and kerb build outs
  - Morton St at Rocklands Rd pedestrian crossing upgrade
  - Palmer St at Abbott St pedestrian refuge traffic calming
- › parking surveys were on hold in Q1 and Q2 2021/22 due to COVID restrictions. Council addressed the backlog of surveys in Q3 and Q4 2021/22.
- › five new car share parking spaces were approved by the Traffic Committee.
- › preparation of new parking meter contract is underway, planning for next generation parking meter services across the LGA





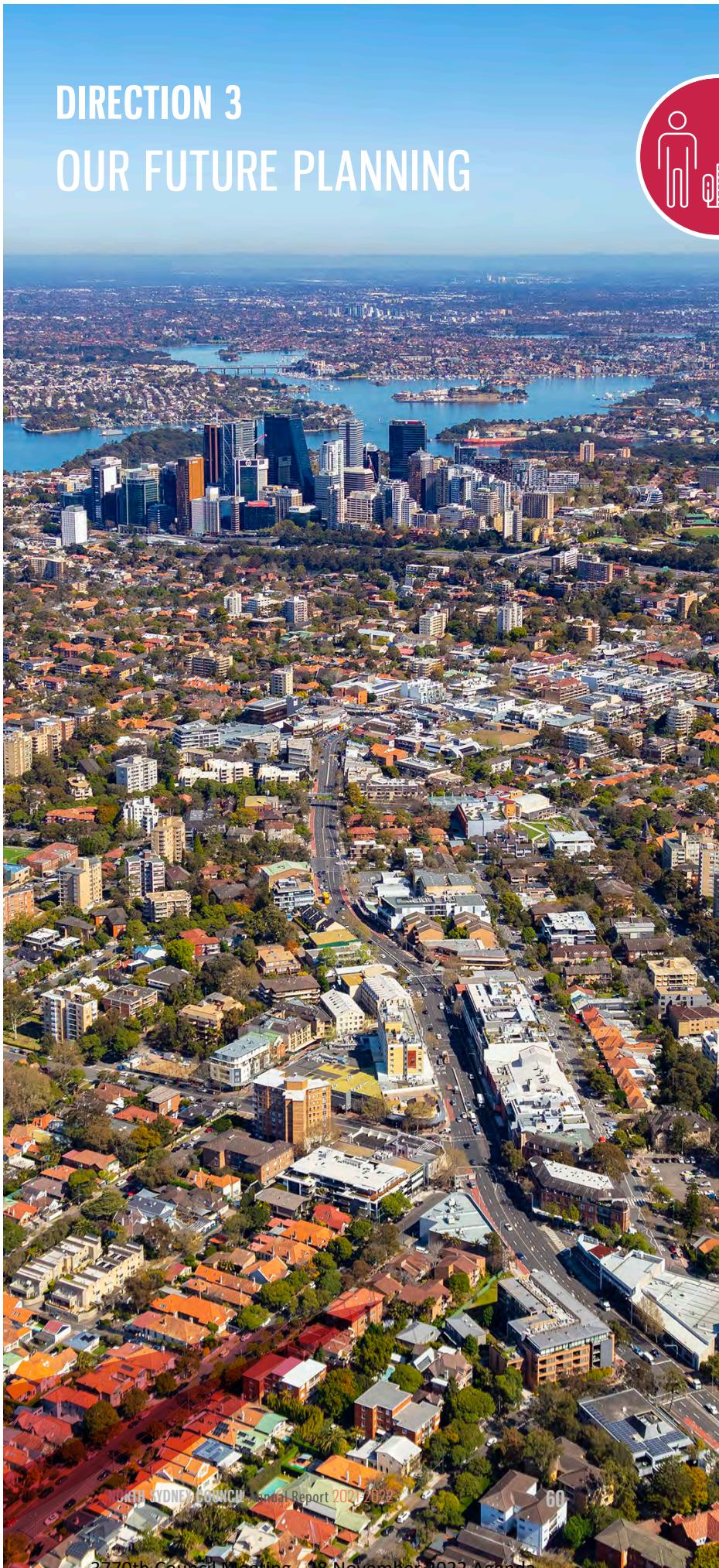
# DIRECTION 3 OUR FUTURE PLANNING



2  
Completed

15  
On track

9  
Delayed



## Delivery Program Achievements 2021/22

### 3.1 Prosperous and vibrant economy

- › implementation of Council's *Economic Development Strategy* (2016) continued. The plan will be reviewed in context of the 2021 Census data, COVID impacts, movement in office markets and other relevant data trends.
- › Council's Business Network Event Series, the State Governments Easy to Do Business Program and support of local businesses was impacted by COVID restrictions and staff vacancy
- › Celebrate Summer activations and chalk art was installed on footpaths in village centres in Q2 2021/22.

### 3.2 North Sydney CBD is one of NSW's pre-eminent commercial centres

- › Council adopted growth plans for the North Sydney CBD in response to the *CBD Land Use and Capacity Strategy* and adopted the *Public Domain Strategy* in Q4 2019/20. This is the framework for public infrastructure investment and lobbying state agencies in relation to the North Sydney CBD.
- › The NTH SYD program adapted to COVID restrictions by holding online events in October 2021. As restrictions eased in March 2022, events returned to the CBD including Movies on the Greenwood Rooftop and Star Wars Day activations (May the Fourth). There was strong resident and worker participation and online engagement.

### 3.3 North Sydney is smart and innovative

- › providing information resources to target industries and businesses was delayed due to resource constraints
- › preparation of grant applications in partnership with local businesses and networks as opportunities arise was placed on hold due to resource constraints
- › participation in the North Sydney Innovation Network and promotion of innovative activity was delayed due to resource constraints

### 3.4 North Sydney is distinctive with a sense of place and quality design

- › Council staff are responsive to the NSW Government's reform agenda which has been ambitious and active over the last two years, coinciding with COVID restrictions. Reforms and initiatives have included the rezoning process, developer contributions, employment lands reforms and others.
- › heritage conservation is an important community priority. Council implemented Interim Heritage Orders and other localised heritage proposals in the second half of 2021/22. Planning is underway for a comprehensive heritage review to be undertaken in 2022/23.
- › Council continues to work in partnership with State Government and developers to increase affordable housing supply in the North Sydney LGA. The Affordable Housing Reserve is used in a collaboration with Link Wentworth housing to provide housing for women escaping domestic violence.
- › Work progressed on the ambitious plan to create a modern urban park in Crows Nest by undergrounding the Holtermann St carpark. Most submissions from the community consultation supported Design Option 1 which was adopted by Council.

### 3.5 North Sydney is regulatory compliant

- › the smoking ban in North Sydney CBD and the Council Chambers precinct was implemented in 2021/22
- › a review of companion animal ownership enforcement management strategies, policies and procedures was undertaken in 2021/22



# DIRECTION 4 OUR SOCIAL VITALITY



46  
On track

2  
Delayed



## Delivery Program Achievements 2021/22

### 4.1 North Sydney is connected, inclusive, healthy and safe

- > Council's new *Disability Inclusion Action Plan* (DIAP) 2022-2026 was prepared with input from Early Ed, the Crows Nest Centre and other disability service providers in Q4 2021/22. Public exhibition will occur in Q1 2021/22.
- > the Creating Wellbeing Arts Program was implemented monthly in 2021/22.
- > Council attended Domestic Violence Network meetings every two months in 2021/22. The Network produced the 'Mates and Dates' podcast series, now available on Anchor, Spotify, Google and Apple Podcasts. Young people developed these to help youth navigate relationships.
- > Jess Hill, author of 'See What You Made Me Do,' presented on managing coercive control and addressed the #MeToo movement's impact in Australia. A team of counsellors and service providers present to support impacted attendees.
- > the Crows Nest Safe Village Project held a successful webinar in Q2 2021/22, training hairdressers to recognise, respond and refer clients experiencing domestic violence issues to local services
- > Karen Young, founder of 'Hey Sigmund' who held two workshops: 'Working with Anxiety in Children and Adolescents' and 'The Impact of Trauma and Attachment on the Developing Brain'
- > all community centres and vacation care services were maintained during the COVID pandemic
- > Council adopted the 17 recommendations from the Children's Services Review in Q2 2021/22 based on consultation and research
- > Council continued to assist vulnerable families and women by supporting Mary's House Refuge and the Daisy Centre.
- > the Forsyth Park Community Centre playground was refurbished in Q1 2021/22.
- > Family Daycare had a successful year focusing on National Quality Standards and safety. Changes in parent working arrangements led to growth in the six months to two year old age group, now totaling 80% of care. There was a decline in the three to four year old age group due to greater preschool options.
- > support was provided to high needs youth experiencing homelessness, mental health challenges, self-harm, substance abuse, eating disorders and family breakdowns
- > Planet-X Youth Centre and NSW Health coordinated a safe sex and healthy relationships workshop in four lower north shore youth centres. There was positive feedback from facilitators and attendees.
- > the Seniors Festival was held in Q4 2021/22. The theme was 'Reconnect,' encouraging the importance of reconnecting with other people following the impacts of the pandemic. Council hosted 33 in person and eight online events across the LGA with internal and external partners. Over 700 people attended one or more of these events. Participant feedback was positive with 77% finding it very beneficial and 69% stated their social connections had improved as a result of participating.
- > Council has full or partial ownership of 23 properties comprised of multi-unit dwellings or houses and boarding houses, used for affordable housing. 68% of tenants are over 50 years of age, 45% have a disability. 130 tenancies with length of tenancy varying, for example 20% have been tenants for more than 15 years.
- > during Harmony Week 2022 the Mayor and Studio-A Artist, Jaycee Kim unveiled his 'Multicultural Harmony Day at Luna Park' painting inspired by input from multicultural community members was commissioned by Council
- > COVID lockdowns and flooding impacted the Children's Library in 2021/22. The 'Festivals and Celebrations' program celebrated diversity. Events included: Lunar New Year, Easter, Pride Month, the Gai-maraigal Festival, NAIDOC week, the Autumn Moon Festival, Diwali and Christmas. Activities included reading and craft packs, special story time sessions, a display schedule, and Library collection activities.
- > diversity audits of Stanton Library's collections were undertaken in 2021/22 to ensure they represent a wide range of authors, subjects and perspectives
- > Pride Month was held in Q4 2021/22 and included provision of reading packs for teens and rainbow families and story-time sessions celebrating diverse families and individuals
- > Council's monthly Creating Wellbeing program was offered to local community members who considered vulnerable or at risk of experiencing poor mental health
- > the updated DIAP outlines Council's commitment over the next four years to improve accessibility, inclusion and access to services for people experiencing mental health challenges
- > the Mental Health Month Mindfulness Workshop series was held in Q2 2021/22 featuring sessions on Vipassana meditation, existential therapy, mindfulness and laughter yoga

### 4.2 North Sydney is creative and home to popular events

- > review of *Arts & Cultural Strategic Plan* is underway with engagement commencing in Q4 2021/22
- > Council continued to support the markets run by North Sydney Community Centre and Kirribilli Centre, which resumed in Q2 2021/22, as COVID restrictions eased
- > Council continued to support third party events including markets run by community organisation, Green Park Carols and Sculpture at Sawmillers
- > Attendance at Sunset Series was affected by poor weather but 5,000 people attended Bark in the Park and 500 attended Village Vibes in Ernest Place Crows Nest
- > New Year's Eve was delivered at short notice. Positive feedback received regarding the organisation, physical distancing and fireworks by attendees.

## Delivery Program Achievements 2021/22

### 4.3 North Sydney supports lifelong learning

- › Review of the *Library and Historical Services Strategy* has begun. Preliminary engagement included a survey with over 400 responses and two staff workshops.
- › a significant review of the Library collection occurred on the ground floor in 2021/22 to facilitate changes to the floorplan and shelving of the Quarto and AV collections to better reflect customer usage and to make material easier to browse.
- › Library partnerships and outreach opportunities were developed with community centres to support book groups and outreach opportunities. The Library discussed partnership opportunities with the Australian Catholic University, advising on planning for a possible community or shared use space at the Berry St campus.
- › the Stanton Library branding project is underway. The Home Library Service van, Library events posters, the Library App and self-check kiosks were re-branded. The Stanton Library catalogue features the latest reading recommendations from library staff and new items added to the collection. The new eLibrary flyer was launched in April 2022, featuring new library branding and information on eLibrary resources
- › the new Library website is under development for launch in Q2 2022/23
- › Council improved visibility of language resources in the print and digital collections, including eBook/eAudio community language material on the IndyReads platform, and foreign language digital magazines on the Libby app
- › language material from the State Library and Chinese language items were added to the floating collection with Lane Cove Library

### 4.4 North Sydney's history is preserved and recognised

- › online history talks presented by the Council Historian featured the North Sydney built environment, religious architecture, local sandstone and the history of Chinese market gardens in North Sydney. The talks had high attendance and there is strong demand for the online recording.
- › Council's museums reopened to the public and volunteers returned to their roles in Q3 2021/22 as COVID restrictions eased. Open days were held as part of the Seniors Festival offering public guided tours and engaging new volunteers.
- › the Gowlland, Hixson and Oliver grave sites at St Thomas Rest Park were extensively re-interpreted based on photographic evidence and relic analysis. Two of the fences were reinstalled and painted at the park.
- › the *Conservation Management Plan* for Don Bank Museum was updated, focusing on the age of the house based on timber samples and the roof finish
- › Council improved the quality and accessibility of digital images in the Heritage Centre image library prioritising high demand, rare and fragile items. Maps and posters are now available online.







# DIRECTION 5 OUR CIVIC LEADERSHIP



Neutral Bay  
COMMUNITY  
HUB

15  
Completed

23  
On track

10  
Delayed

Delivery Program Achievements 2021/22
<p><b>5.1 Council leads the strategic direction of North Sydney</b></p> <ul style="list-style-type: none"> <li>› the new suite of Integrated Planning and Reporting plans were endorsed by Council on 27 June 2022, including the <i>Community Strategic Plan 2022-2032</i>, <i>Delivery Program 2022-2026</i>, <i>Operational Plan &amp; Budget 2022/23</i> (including the annual Revenue Policy), <i>Fees &amp; Charges Schedule 2022/23</i>, <i>Resourcing Strategy 2022-2032</i> (including the Long Term Financial Plan, Asset Management Strategy and Workforce Plan) and the Asset Management Plans.</li> <li>› extensive reconciliation of asset class values was undertaken for the new asset management software, valuations and updated Asset Management Plans.</li> <li>› a full strategic review of Council's property portfolio was completed identifying commercial opportunities for Council's Land and Building Assets. The portfolio was ranked by financial and non-financial performance such as meeting community and stakeholder expectations.</li> </ul>
<p><b>5.2 Council is well governed, and customer focused</b></p> <ul style="list-style-type: none"> <li>› <i>Councillor Professional Development Policy</i> adopted on 28 March 2022</li> <li>› the Councillor Induction Program was implemented following the conduct of the Local Government election. Councillor feedback was positive with a greater than 80% satisfaction rating. Additional training and development in planning and finance was provided in response to Councillor feedback</li> <li>› supported the Electoral Commission in the conduct of the 2021 Local Government election and conducted the Mayoral election</li> <li>› motions on childcare and sustainability were submitted to the National General Assembly of Local Government held in June 2022 which were endorsed</li> <li>› the Records Review was completed, resulting in a comprehensive five-year Operational Plan</li> <li>› Council held 27 citizenship ceremonies where 806 applicants became Australian Citizens</li> </ul>
<p><b>5.3 Community is informed and consulted</b></p> <ul style="list-style-type: none"> <li>› a total of 50 formal community engagements were undertaken in 2021/22</li> <li>› the annual induction session for new precinct office bearers was held in May 2022</li> <li>› Followers and engagement on all Council social media accounts continued to grow with a 14% increase for Council's Facebook page and 12% increase on Instagram</li> <li>› Opening rate for Council enews and events enews was more than 50%, over double the industry average</li> <li>› Upgrade of Council's website 80% complete ahead of November 2022 launch</li> </ul>
<p><b>5.4 Council's service delivery is well supported</b></p> <ul style="list-style-type: none"> <li>› Council's <i>ICT Strategy</i> was reviewed, and the ICT Foundations Program delivered to position Council for future business requirements</li> <li>› the <i>Information Security Policy</i> was adopted in July 2021</li> <li>› Council's corporate financial system was upgraded</li> <li>› the revised Enterprise Risk Management (ERM) framework was reported to the Audit, Risk and Improvement Committee (ARIC) in March 2022 and adopted by Council with the updated <i>ERM Policy</i></li> <li>› a Continuous Improvement Register was established in May 2022 to drive the Continuous Improvement Program and support ARIC implementation and reporting of recommendations arising from internal audits and service reviews</li> <li>› the Statement of Intent and Injury Management Statement were reviewed and endorsed by Council. Incident and injury management statistics are now reported quarterly to the Executive Leadership Team.</li> <li>› the WHS and injury training requirements were reviewed. The revised approach to injury management was endorsed for implementation in Q1 2022/23.</li> <li>› the revised <i>Contract Management Manual</i> was endorsed by the Executive Leadership Team in June 2022</li> <li>› the periodic Employee Survey was undertaken. Feedback has been used to inform the Workforce Plan and organisational improvements with the focus areas being leadership, recruitment and selection, career development opportunities/ progression, flexibility, and process improvement.</li> <li>› the Healthy Workplace Program was endorsed by the Executive Leadership Team</li> <li>› the <i>Work from Home Policy</i> was updated to support staff working remotely</li> <li>› the Benestar Program provided professional counselling to support staff who required</li> <li>› casual dress days were held through the year to raise money for charities</li> <li>› the new online employee kiosk was launched enabling staff to apply for leave and review leave balances</li> </ul>

# HAVE YOUR SAY



## North Sydney's transport future

Council wants to hear the community's attitudes towards the planned Western Harbour Tunnel and Beaches Link project as part of our submission to the State Government which will present Council's vision for transport within the North Sydney local government area. This is your chance to have your say on this important issue. Feedback closes 9 July 2017

- Complete the online survey
- Pin point your issue/concern using the online mapping tool
- Make a submission - write a letter/email or send a photo and description of the issue/concern. Complete online, by post - PO Box 12 North Sydney NSW 2059 or email council@nsc.nsw.gov.au





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