

### 8.3. North Sydney Council End of Term Report 2021

**AUTHOR:** Sarah Malcolm, Corporate Planning Coordinator

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

**ATTACHMENTS:**

1. End of Term Report 2021 [8.3.1 - 36 pages]

**PURPOSE:**

The purpose of this report is to present the *End of Term Report 2021* to Council. It a statutory requirement in accordance with Integrated Planning & Reporting Framework that the End of Term Report is tabled at the final meeting of the outgoing Council.

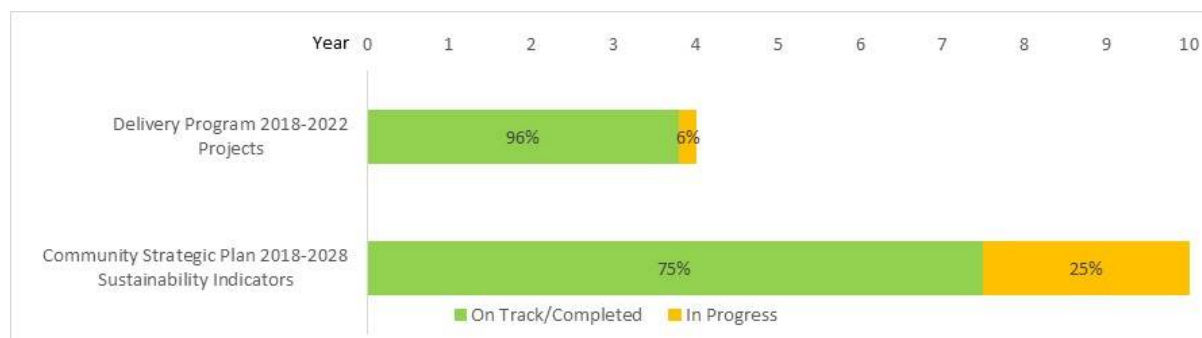
**EXECUTIVE SUMMARY:**

The *Community Strategic Plan 2018-2028* outlines the long term aspirational vision for the North Sydney community. While Council is the custodian of the plan, it is not wholly responsible for its implementation. Other partners, including state agencies, non-government organisations, businesses and community groups share this responsibility.

The *End of Term Report 2021* reports on the progress made in implementing the first three years of the Community Strategic Plan. Prepared in accordance with the *Local Government Act 1993* and the *Integrated Planning & Reporting Guidelines*, it provides the incoming Council with a snapshot of progress to date towards achieving the community’s vision for the North Sydney local government area.

The chart below shows progress against the Community Strategic Plan’s sustainability indicators and the Delivery Program projects. The Delivery Program implementation progress is positive, with 94% of projects on track or completed at the end of 2021.

A review of the Community Strategic Plan sustainability indicators shows that 75% are on track and 25% are in progress/not yet on track. There has been significant progress made at the end of Year 3 of the ten-year plan. Because Council is the custodian of the Community Strategic Plan there are sustainability indicators for which Council is not wholly responsible.



In accordance with the requirements outlined in the Office of Local Government's *Pre-election Guide for Councils 2021* (Circular 21-30), the *End of Term Report 2021* will be presented as part of a business paper at the final meeting of the outgoing Council and will not be formally published on the Council website until after the Council election being conducted on 4 December 2021.

This is the last time that NSW councils will be required to prepare an End of Term Report following a legislative amendment. Effective from the next term of Council, a State of our City Report will be presented to the incoming term rather than the outgoing term of Council.

**FINANCIAL IMPLICATIONS:**

Nil.

**RECOMMENDATION:**

1. **THAT** Council receive the End of Term Report 2021.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

- 5. Our Civic Leadership
- 5.1 Council leads the strategic direction of North Sydney
- 5.2 Council is well governed and customer focused

## **BACKGROUND**

The End of Term Report must be presented at the final meeting of an outgoing council in accordance with the mandatory *Integrated Planning & Reporting Guidelines*.

Council adopted the *North Sydney Community Strategic Plan 2018-2028* on 25 June 2018.

The End of Term Report 2021 report covers the 2018/19 to 2020/21 financial years, i.e. the first three years of the *Delivery Program 2018/19-2021/22* and the *Community Strategic Plan 2018-2028*.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

The *End of Term Report 2021* (Attachment 1) reports on the progress made in implementing the *Community Strategic Plan 2018-2028* over the first three years of the plan.

While Council is the custodian of the plan, it is not wholly responsible for its implementation. Other partners, including state agencies, non-government organisations, businesses and community groups share this responsibility share the vision of making the North Sydney local government area “progressive, vibrant and diverse”.

The plan’s outcomes and strategies are structured around the following five strategic themes, known as Directions:

1. Our Living Environment
2. Our Built Infrastructure
3. Our Future Planning
4. Our Social Vitality
5. Our Civic Leadership

The *Community Strategic Plan 2018-2028* incorporates 133 sustainability indicators. The *End of Term Report 2021* measures progress against 122 of these indicator targets three years into the life of the plan, and progress against the community's desired outcomes per Direction, by way of achievements against the Council's *Delivery Program 2018/19-2021/22* projects.

The Delivery Program implementation progress is positive, with 94% of projects on track or completed at the end of 2021. A review of the Community Strategic Plan's sustainability indicators shows that 75% are on track and 25% are in progress/not yet on track. There has been significant progress made at the end of Year 3 of what is a ten-year plan.

Council periodically conducts a representative telephone survey to measure satisfaction with services. The feedback informs our work plans, funding prioritisation and indicators in the Community Strategic Plan. The 2020 findings were reported to the Council in May 2020.

The mean score of residents' overall satisfaction with Council was 5.4 (83% satisfied) out of a possible 7. This is a 0.2 mean point score increase on 2016 results (up from 5.2) and was the highest ever result across the seven surveys conducted between 2004 and 2020.

The mean score of businesses' overall satisfaction with Council was 5.0 (65% satisfied) out of a possible 7. This is a 0.3 mean point score increase on 2016 results.

Some of the Survey measures are used in the End of Term Report 2021 not as a mean score but as a specific sustainability indicator. As a result, despite the strong results overall some of the individual measures are lower than target.

As reported to Council on 27 September 2021, the *End of Term Report 2021* will be used to inform the review of the Community Strategic Plan in 2022.

### **Copies of the End of Term Report**

In accordance with statutory requirements, in the year of a Local Government election, the *End of Term Report 2021* must be included in the *Annual Report 2020/21* - this is presented under separate cover, refer to item 8.2.

The *Pre-election Guide for Councils 2021* notes the following:

*Because the end of term report identifies the activities and achievements of the council over its preceding term it may potentially constitute "electoral material" for the purposes of the Regulation because of its potential to impact on voting at the election.*

*The provisions in the Regulation relating to "electoral material" do not prevent the end-of term report being presented to the council or from being published on a council's website as part of the business papers of the meeting.*

*However, councils should be mindful of the requirements of the Regulation relating to "electoral material" when issuing the end of term report as a publication during the "regulated period."*

In line with these requirements, the *End of Term Report 2021* will be presented as a part of the business paper at this final meeting of the outgoing Council and will be published on the Council website following the conduct of the Council election 4 December 2021.

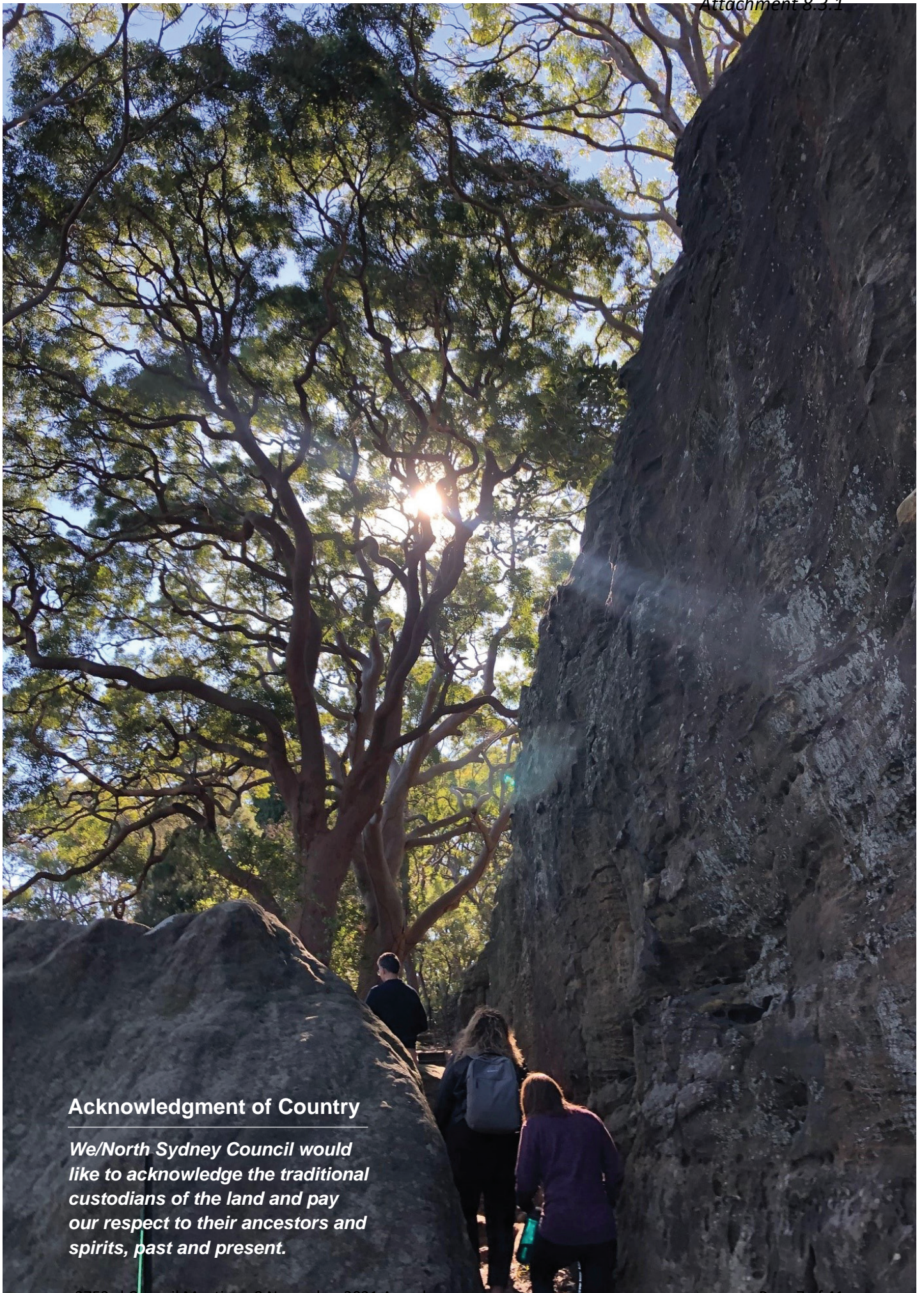
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# NORTH SYDNEY COUNCIL END OF TERM REPORT 2021



progressive *vibrant* diverse





**Acknowledgment of Country**

*We/North Sydney Council would like to acknowledge the traditional custodians of the land and pay our respect to their ancestors and spirits, past and present.*

# MAYOR'S MESSAGE

Despite the challenges of the COVID-19 pandemic, the 2018-2021 term has been highly productive and Council maintained its momentum to deliver the outcomes in the Community Strategic Plan.

Our vision for a vibrant and strong North Sydney commercial centre is coming to life. New premium office towers have been completed or are under construction, attracting tenants such as Nine Media and Google.

Early in our term, Council resolved to progress the redevelopment of the North Sydney Olympic Pool. The design achieved a good balance between preserving heritage features and adding much-needed additional facilities. Construction began in February 2021 and is expected to be complete by late 2022.

2019/20 was the first year of our three year Special Rate Variation which enabled us to commit to an ambitious program to upgrade essential infrastructure. I am pleased to report that customer satisfaction with infrastructure maintenance increased across most indicators over the term.

In our open space, we started the upgrades identified in the St Leonards Park Masterplan, including the Oval forecourt, cricket practice nets, and upgrading of the Tunks Way Walkway that traverses the park. The opening of the Coal Loader Platform in March 2019 brought a significant increase in visitors to the site. The platform hosted many regular events including the popular Artisan Market, Sunset Sessions and the North Sydney Art Prize. The Coal Loader was added to the State Heritage Register in June 2021.

Our parks were well used throughout the pandemic with people visiting them for exercise and recreation. We celebrated the 30th season of the Twilight Food Fair in Ted Mack Civic Park, while events such as Bark in the Park and Sunset Series were well attended. Events were swiftly and successfully moved online during the lockdown periods.

One of the greatest challenges of this term was the volume of NSW Government infrastructure works in the area. In particular, we have felt the impact of the B-Line, Metro stations, Warringah Expressway upgrade, Western Harbour Tunnel and Harbour Bridge projects. Council has worked diligently behind the scenes to ensure the best possible outcomes both during and after construction.

This End of Term Report is a concise overview of progress made towards the collective long term vision, outcomes and strategies for North Sydney community. I am proud to present it to you.



Cr Jilly Gibson  
Mayor of North Sydney



## OUR VISION

Shaping a progressive, vibrant and diverse North Sydney community.

## 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 improve its people in a financially, socially and environmentally responsible manner.

## OUR VALUES

Sustainability - equity, preservation, justice and precaution

Community service - efficiency, effectiveness and responsiveness

Open government - transparency and accountability

Ethical conduct - honesty and integrity

Justice - fairness and equity

Quality - innovation and excellence

Teamwork - cooperation and respect



# ABOUT THE END OF TERM REPORT

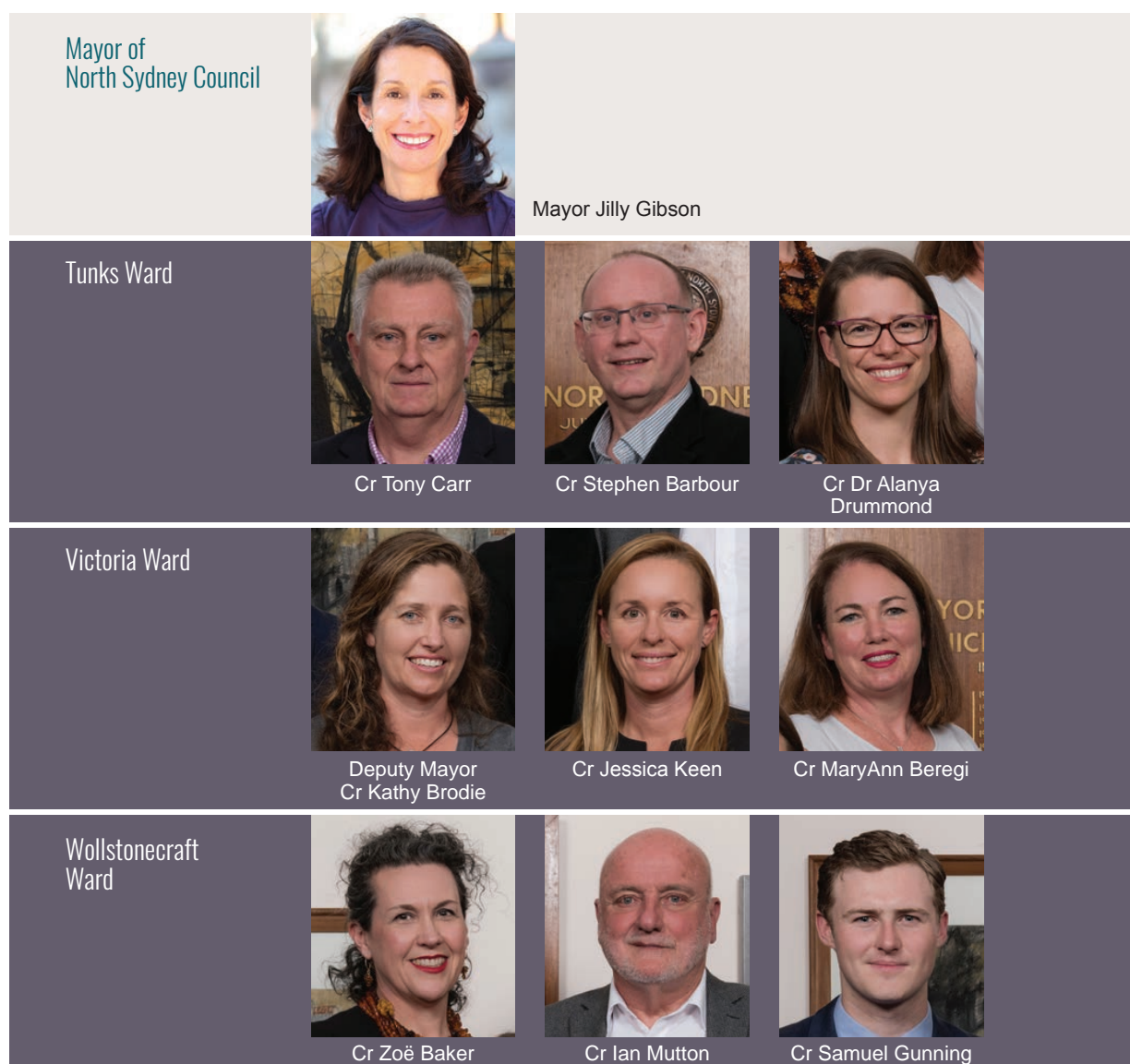
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During the 2018-2021 Council term, North Sydney was governed by an elected Council comprising the popularly elected Mayor and 9 Councillors across the Tunks, Victoria and Wollstonecraft Wards.

Councillors for the 2018-2021 term are below:



Leadership and management of the Council is a collaborative effort between the Mayor, Councillors, the General Manager and staff. The General Manager, Ken Gouldthorp, is responsible for the day-to-day management of Council.

## THE COMMUNITY STRATEGIC PLAN

The *North Sydney Community Strategic Plan 2018-2028* is Council's most important strategic document used to guide and inform its planning.

The CSP has five interrelated Directions. Each Direction details the desired outcomes addressing the community's aspirations for its future, detailed in the report. The Directions are listed below:

- Our Living Environment
- Our Built Infrastructure
- Our Future Planning
- Our Social Vitality
- Our Civic Leadership

The CSP must address all elements of the quadruple bottom line (QBL). That is social, environmental, economic and civic leadership (governance) sustainability elements.

## QUARTERLY REVIEWS AND THE ANNUAL REPORT

In addition to the End of Term Report, Council reviews and reports quarterly to the community on progress against the projects and actions in the annual Operational Plan and biannually against the performance against indicators in the Delivery Program.

The Annual Report is a statutory requirement which reports on Council's performance for the financial year of its term. The End of Term Report will be included as an appendix within the *2020/21 Annual Report*.

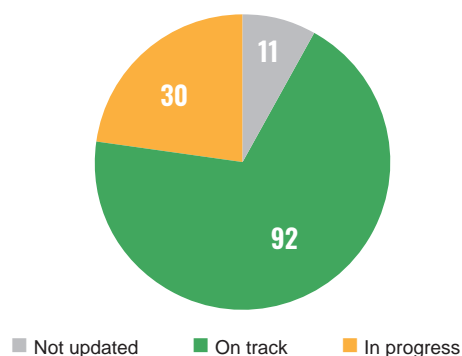
## PROGRESS OVERVIEW

The End of Term Report is divided into the five Directions of the CSP. It outlines by Direction where we want to be by 2028 and how we are progressing in achieving our objectives.

The report was prepared in-house. It reports on the indicators that had data available as at 30 June 2021.

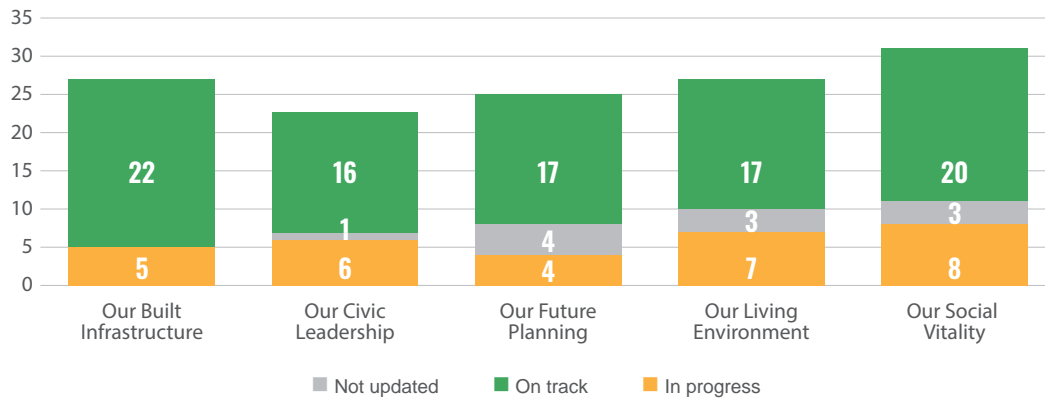
Of the total 133 indicators, 11 targets were not measured due to insufficient data availability. Of the 122 indicators measured, 75% (92) were on track and 25% (30) are in progress/target not yet met.

### Overall Sustainability Indicator Result

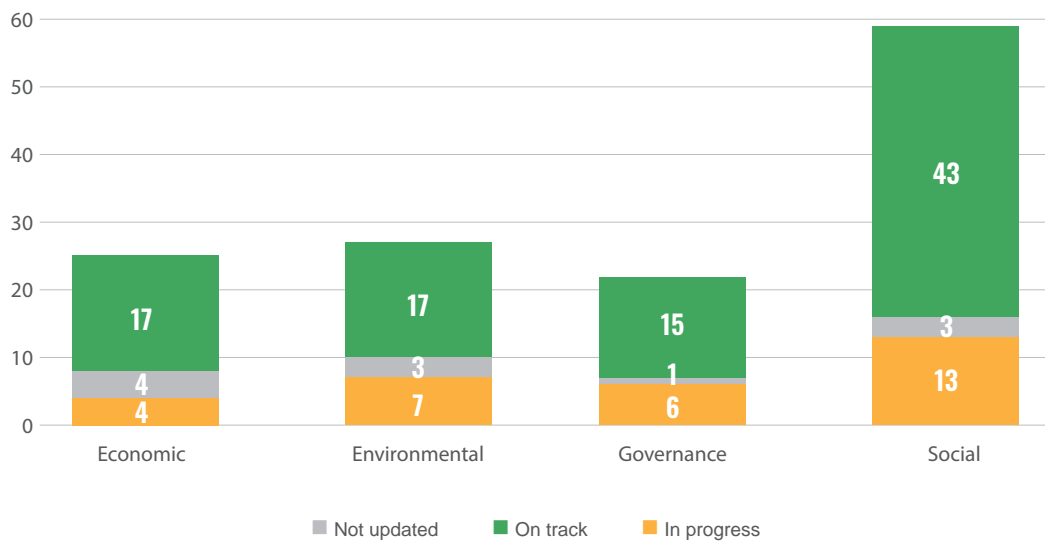


The indicators are shown below by Direction and by their link to the QBL.

### Sustainability Indicators by Direction



### Sustainability Indicators by QBL Link



Every effort has been made to ensure accuracy in processing, analysing and reporting the information provided. However, North Sydney Council gives no warranty that the information in this report contains no errors. Council shall not be liable for any loss or damage suffered consequent upon the use directly, or indirectly, of the information supplied in this publication.

The next section details highlights and achievements and the status of sustainability indicators by Direction.

# PERFORMANCE SNAPSHOT



## DIRECTION 1: OUR LIVING ENVIRONMENT

### Where do we want to be by 2028?

- North Sydney is sustainable. The natural environment can sustain the effects of population growth, now and into the future.
- North Sydney's natural environment is defined by extensive bushland and the foreshore of Sydney Harbour, where foreshore access has been maximised.
- The North Sydney community actively looks after the environment for current and future generations ensuring that North Sydney remains clean and healthy. Participation in initiatives such as Bushcare, Streets Alive and community gardens has increased.
- North Sydney has built its resilience to natural hazards. North Sydney will reduce its environmental impact by making efficient use of energy and water resources; shifting towards renewable energy resources; conserving resources; and minimising waste.
- North Sydney's natural environment will be accessible to all, for a wide range of social and recreational opportunities that do not compromise environmental values.
- North Sydney will have a network of green spaces and corridors linking bushland, waterways and parks. Natural environments such as Balls Head, Berry Island, Tunks Park, Anderson Park, Cremorne Point Reserve and St Leonards Park are appealing and enjoyable. The Coal Loader Centre for Sustainability and its green roof platform is a hub for learning and meeting up with family and friends.
- Residents take advantage of North Sydney's many recreational opportunities. Access to recreational facilities has increased and supply better meets demand.
- Investigation of creative use of existing infrastructure to increase open space has resulted in premier new facilities, that balance residential lifestyle with user needs.

### How are we progressing?

Outcome	Achievements/Highlights
1.1 Protected and enhanced natural environment and biodiversity	New Bushland Rehabilitation Plans were adopted in 2019/20 and are being implemented by staff, contractors and Bushcare groups.
	There are over 150 active Adopt-a-Plot and Wildlife Watch volunteers.
	Throughout the term, the <i>Native Havens</i> program supplied free local native plants, advice and ongoing visits and support to residents with havens on their private land.
	The condition of Council's bushland reserves continues to improve, particularly as wetter conditions help to drive germination and plant growth.
	There has been a 32% increase in volunteers in the HarbourCare Program since 2018/19, currently there are 52 volunteers. Over the past three years the number of sites has increased to 21 sites.
	Council continued to provide education programs for businesses and residents, including micro plastics beach audits and quarterly waster testing.
	During the pandemic, the Green Events program more than doubled its average number of participants to 76. The online workshop series was successful in attracting a new audience.

Outcome	Achievements/Highlights
	<p>Council prepared a <i>Coal Loader Platform Activation Strategy</i> (2018). The events program included Sunset Sessions, Artisan Markets, and private event hiring. There has been significant growth in visitors to the Coal Loader site. The site has won many awards in recent years, a testament to the vision, creativity and hard work that went into making the site a public asset that future generations can cherish. The site joined the State Heritage Register in 2021.</p>
<p>1.2 North Sydney is sustainable and resilient</p>	<p>In 2020, a new interpretive sign and sculptures were installed at Blues Point to promote marine biodiversity and water quality behaviours.</p> <p>Council continued to provide energy and water conservation community and business education programs, including the Better Business Program, CitySwitch for businesses and online education forums for residents.</p> <p>In July 2019, Council became the 30<sup>th</sup> Australian Council to declare a climate emergency requiring immediate action by all levels of government. The <i>Environmental Sustainability Strategy</i> (2021) was prepared following stakeholder engagement, setting targets for Council's own operations and the community to help achieve our environmental goals, including acting on Council's climate emergency declaration, protecting native plants and animals, looking after our waterways, reducing waste to landfill and using resources wisely and provides a roadmap to accelerate towards a carbon neutral future.</p> <p>Council adopted a <i>Single Use Plastics Policy</i> in 2019.</p> <p>There has been a reduction in recyclables collected from households due to the transition to digital/electronic communication, reducing paper usage. Similarly, the introduction of the container deposit scheme has significantly reduced beverage containers in the yellow bins.</p> <p>Approximately 10 water, energy and waste related community workshops/events were held each quarter over the last 3 years. Including composting and living with less. A total of 612 compost bins and worm farms were distributed to the community through Council's Compost Revolution Program.</p> <p>In 2018, the State Government banned the application of mixed waste organics outputs to land due to risks associated with contaminants. Previously waste collected from the North Sydney LGA was processed to generate compost for land application, resulting in a 62% recovery rate of materials otherwise destined to landfill. As a result, Council has no choice but to send all residual waste to landfill - waste to landfill has increased by 42% since 2016. Council is preparing for a food scraps trial in late 2021, targeting multi-unit dwellings encouraging them to divert food waste from landfill.</p> <p>There has been a significant decrease in greenhouse gas emissions by Council. Council installed a 95kW solar PV system and battery storage unit at Holtermann Street parking station in 2020/21. 35% renewal energy is now supplied to Council sites and street lights.</p> <p>Council continues to work cooperatively with NSROC on regional waste strategies, including joint programs and activities.</p>
<p>1.3 Quality urban greenspaces</p>	<p>Council implemented its <i>Street Tree Strategy</i> (2016), completing the street tree audit in 2020 and planting over 1500 new or replacement street trees over the term.</p> <p>Community awareness of Council's <i>Urban Forest Strategy</i> (2018) has increased. Council has retained a 50% canopy cover over public land and continues to increase planting on land under its jurisdiction. Current focus is on encouraging increased planting on private land.</p> <p>In early 2020, Council adopted significant amendments to the tree protection conditions in the Development Control Plan to reverse the trend of canopy loss.</p> <p>The community garden program doubled with four new sites added. These included Brightmore Reserve on Little Young Street and Anzac Park, bringing together 438 volunteers to produce an abundance of fruit and vegetables.</p> <p>There are over 160 Streets Alive sites across the LGA with approximately 380 volunteers.</p>

Outcome	Achievements/Highlights
1.4 Public open space and recreational facilities and services meet community needs	<p data-bbox="443 271 1382 327">Robertson's Point Lookout at Cremorne Reserve was upgraded in 2019/20. Henry Lawson Steps were upgraded in 2020/21.</p> <p data-bbox="443 349 1366 405">The upgraded amenities block and wastewater system at Blues Point Reserve was reopened in July 2020.</p> <p data-bbox="443 427 1374 483">Soft landscape works and installation of furniture was completed at Tunks Park in 2020. The turf at Milson Park was upgraded ahead of schedule in 2019/20.</p> <p data-bbox="443 506 1302 562">The Forsyth Park oval playing surface was upgraded in 2019/20, including new irrigation, synthetic cricket pitch, turf and drainage.</p> <p data-bbox="443 584 1102 618">The Gadyan walking track at Berry Island was upgraded in 2019/20.</p> <p data-bbox="443 640 1382 808">In accordance with Council's <i>Playground Methodology</i> (2015), several playgrounds were upgraded, including Warringa Park completed in 2019/20, the custom designed playground at Sirius Street Reserve completed in 2019/20 and the St Thomas' Rest Park Playground completed in 2020/21 with new and refurbished play equipment. Consultation has been conducted for the Grasmere Children's Park upgrade. The draft <i>Playgrounds Plan of Management</i> was reported to Council early 2021.</p> <p data-bbox="443 831 1350 887">Plans of Management were prepared for St Leonards Park Bushland, Cremorne Reserve and Neighbourhood Parks in late 2020.</p> <p data-bbox="443 909 1190 943">Landscape improvements were completed at Hayes Street Beach in 2019/20.</p> <p data-bbox="443 965 1382 1021">Foreshore works including pathways, park furniture, lawn grading and restoration of the memorial was completed in Anderson Park.</p> <p data-bbox="443 1043 1382 1122">The <i>Small Water Craft Storage Strategy</i> was adopted by Council in 2018. Storage was constructed at Sawmillers Reserve following community consultation. The Milson Park boat ramp was upgraded.</p> <p data-bbox="443 1144 1206 1178">The new video screen/scoreboard was installed at North Sydney Oval in 2020.</p> <p data-bbox="443 1200 1390 1301">The pandemic disrupted Oval operations in 2020/21. Despite this, the Oval hosted sporting events including the Women's WBBL tournament and mens T20 cricket matches. It remains the home ground for the North Sydney Bears, Northern Suburbs Rugby Union and the North Sydney District Cricket Club with home ground matches played at the Oval in 2020/21.</p> <p data-bbox="443 1323 1254 1357">In 2019/20, Bon Andrews won Sportsground of the Year. Tunks Park placed second.</p> <p data-bbox="443 1379 1366 1458">Council was granted a temporary lease for the ex-Waverton Bowling Club site, in response Council consulted on preferred uses of the site. Further action has not yet commenced due to a land title claim.</p> <p data-bbox="443 1480 1070 1514">Council's support of Wendy Whiteley's Secret Garden continued.</p> <p data-bbox="443 1536 1134 1570">Council continued to advocate for the Sydney Harbour Highline project.</p>



## Sustainability Indicators



CODE	INDICATOR	TARGET	ACTUAL	STATUS
EN01	% bushland under active management	100%	100%	●
EN02	Condition of bushland	100	100	●
EN03	Proportion of North Sydney with native vegetation	5%	5%	●
EN04	No. fauna species listed as threatened	4%	4%	●
EN05	No. fauna species listed as endangered	1%	1%	●
EN06	% participants satisfied with environmental education programs	80%	93%	●
EN07	No. participants in residential, school, community groups and business sustainability programs	2,601	2,562	●
EN08	% compliance with the Australian and New Zealand Environment Conservation Council (ANZECC) guidelines for water quality at Council's water quality monitoring sites	≥ 70%	67%	●
EN09	% decrease in electricity use by residents v 2016/17 levels	≥ 0%	0.3%	●
EN10	% decrease in electricity use by businesses v 2016/17 levels	≥ 12%	15%	●
EN11	% increase in residential recyclables collected v 2016/17 levels	95kg /person /capita	79kg /person /capita	●
EN12	increase in residential waste diverted from landfill v 2016/17 levels	100kg /person /capita	171kg /person /capita	●
EN13	% reduction in water use by residents v 2016/17 levels	≥ 0%	1%	●
EN14	% reduction in water use by businesses v 2016/17 levels	≥ -7%	NA	●
EN15	% households collecting waste water	≥ 0.00	NA	●
EN16	% reduction in water use by Council v 2016/17 levels	> 0%	10%	●
EN17	% reduction in greenhouse gas emissions generated by the community v 2016/17 levels	> 0%	1%	●
EN18	% reduction in greenhouse gas emissions generated by Council v 2016/17 levels	> 0%	15%	●
EN19	% increase in renewable energy generated by Council v 2016/17 levels	≥ 0%	202%	●
EN20	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities at parks/open spaces, Council buildings and community facilities	≥ 29ml	30ml	●

CODE	INDICATOR	TARGET	ACTUAL	STATUS
EN21	% North Sydney which has tree cover	> 34%	27%	●
EN22	% users satisfied with Council's recreation facilities	≥ 82%	82%	●
EN23	% users satisfied with North Sydney Olympic Pool	≥ 83%	49%	●
EN24	% dwellings within walking distance of open space	≥ 90%	NA	●
EN25	% residents satisfied with the maintenance of parks, ovals and bushland areas	≥ 89%	91%	●
EN26	Residents per hectare	≥ 64.51	72	●
EN27	No. visitors to Coal Loader Centre for Sustainability	≥ 82,818	201,247	●







## DIRECTION 2: OUR BUILT INFRASTRUCTURE

### Where do we want to be by 2028?

- North Sydney has adequate infrastructure to support population growth. Our existing assets are well maintained and new assets are constructed to meet community needs. The community has pride in our assets.
- North Sydney Olympic Pool complex has been redeveloped, bringing improved facilities and services to meet community needs now and for generations to come.
- Our public domains are improved spaces for community use, adding to the vibrancy and diversity that North Sydney offers. The much valued 'village feel' of each of the smaller commercial centres has been enhanced.
- The way people move around North Sydney will have improved. North Sydney has integrated transport system that make it easy to get to and around the local government area. North Sydney has a wide choice of transport. People can cycle, walk, take public transport or drive a vehicle. Public transport is efficient offering a good alternative to cars. Car ownership will decrease as more people take up car share options. Bike share, whilst still a self-governed model, will be well maintained, well utilised and not perceived as an eye sore.
- Access to parking will always be important in an established area in which many of the buildings were built before cars were readily affordable. Strategies to provide efficient access to both on and off street parking will be continuously investigated.

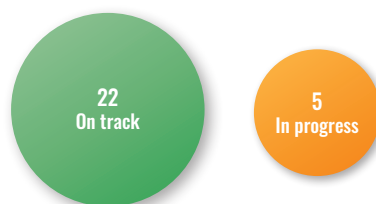
### How are we progressing?

Outcome	Achievements/Highlights
2.1 Infrastructure and assets meet community needs	<p>All capital works programs committed to in the respective Asset Management Plans (per asset class) were completed annually, including increase asset renewal levels funded through the Special Rate Variation (SRV).</p> <p>Several major marine structure works programs were completed over the term, including the Sawmillers and Hayes Street boardwalk projects, completed Q2 2020/21. The Jeffrey Street Wharf and Lower Wycombe Road Jetty structures were completed in 2018/19. Tunks Park boat ramp resurfacing, completed 2018/19.</p> <p>The <i>Living Seawalls Program</i> partnership with Macquarie University and the Sydney Institute of Marine Science led to the installation of 'habitat tiles' on seawalls along Sawmillers Reserve and Bradfield Park which are now colonised by several species of fish; limpets, chitons, snails, oysters, barnacles, mussels and algae.</p> <p>Council negotiated close to \$20M cash and in-kind contributions from the State Government to upgrade the public domain along the Military Road Corridor following completion of the B-Line project. This include the planting of 180 new trees, including more than 80 mature trees planted to replace those removed in 2017 for the B-Line. 5,175m<sup>2</sup> of footpath paving has been upgraded in the Neutral Bay and Cremorne domain upgrades. Other streetscape improvements included new furniture, landscaping and decorative lighting.</p> <p>Public domain improvements along the Parraween Street carpark frontage were completed in April 2020.</p> <p>In 2020 the Ward Street Carpark transferred back to Council's control adding over 500 spaces to Council's car parking portfolio, significantly increasing fees and charges revenue.</p>

Outcome	Achievements/Highlights
	<p>Over the past 3 years, Council has received more than \$25M in grant funding for infrastructure works.</p> <p>Council participates in a joint regional local emergency management planning.</p> <p>Several major incidences occurred during the term, including a major storm event in November 2018 identified by the Bureau of Meteorology as a 100 year event, a building collapse at 133 Alexander Street, Crows Nest in January 2021 and a retaining wall collapse at French Street McMahons Point in March 2021. Council responded to each event.</p> <p>Council has commenced preparation of a Floodplain Risk Management Study &amp; Action Plan, to better understand how flooding occurs in the LGA and to identify measures to improve the current flood situation.</p> <p>Council resolved in March 2019 to progress the redevelopment of the North Sydney Olympic Pool complex. Council has received \$15M in grant funding towards this project. The construction contract was awarded in December 2020. Construction commenced in February 2021 and is due to be completed by late 2022.</p>
2.2 Vibrant centres, public domain, villages and streetscapes	<p>Council progressed implementation of its <i>Public Amenities Strategy</i> (2018), including amenities upgrades in Alexander Street Carpark and Neutral Bay Community Centre.</p> <p>Council implemented the North Sydney CBD Upgrade Program including public domain works along the Pacific Highway and the old North Sydney Court House and Post Office precinct.</p> <p>Implementation of the <i>Education Precinct Public Domain Masterplan</i> (2014) included upgrades to Mount and Edward Streets including new street furniture, landscaping, raised crossings, paving and decorative lighting.</p> <p>The Grosvenor Street shared zone in Neutral Bay was completed in July 2020.</p> <p>New Paving and Public Domain were completed in Atchison Street St Leonards in 2020.</p> <p>The Mount Street Public Domain Upgrade was completed May 2019.</p> <p>The St Peters Park upgrade was completed in 2019 showcasing a public art centrepiece "Reflections" by Damian Butler.</p> <p>Council is preparing a Lighting Strategy to provide a strategic approach to public domain lighting through design principles.</p> <p>Council has partnered with Ausgrid to upgrade all street lighting across the LGA with LEDs.</p> <p>Footpath, lighting and landscape upgrades progressed along Willoughby Road and Burlington Street, Crows Nest, partially funded by the Crows Nest Mainstreet Levy.</p> <p>Council trialled the closure of a portion of Young Street, Cremorne to create a public plaza. In June 2021, Council resolved to proceed with a permanent road closure and plaza, adding much needed open space along the Military Road Corridor.</p> <p>Council undertook a <i>Zebra Pedestrian Crossing Audit</i> of all 82 zebra crossings in the LGA in 2019. Upgrades have commenced on crossings identified as not meeting lighting codes or standards.</p> <p>The St Leonards 'Breathing Wall' opened in June 2018 as part of the Mitchell Street Plaza upgrade. The double-walled structure is filled with nearly 6,000 plants, filtering out vehicle exhaust and volatile organic compounds to produce cleaner air. The project was a world first, which is subject to ongoing air quality testing by UTS.</p>
2.3 Sustainable transport is encouraged	<p>During the term, Council implemented the <i>Integrated Cycling Strategy</i> (2014), consulting a number of proposed walking, cycling and streetscape upgrade projects to complete Strategy's identified priority routes, including Ernest Street (completed 2020), Young Street and Kirribilli to Cremorne (currently on hold). Construction of the Ridge Street cycle path was completed 2020/21.</p>

Outcome	Achievements/Highlights
	<p>Bike rails were installed across the LGA, including at Neutral Bay Village Centre, Blue Street, North Sydney, Alexander Street, Crows Nest, and Cremorne. Older non-compliant rails were removed and/or replaced.</p> <p>Council collaborates with neighbouring LGAs to conduct monthly community activation events encouraging walking and cycling, including production of the Lower North Shore Cycling Map, and the annual Bike Brekkie events.</p> <p>Council continued to work with local schools to implement and improve walk and ride to school programs.</p> <p>A key concern raised in development of the CSP in 2017 were that bikes owned by bike share operators were littering the LGA. Council supports share bike usage, and now can manage share bikes on public land that pose obstruction/safety risk enabling Council to remove the poorly managed operators from the LGA over its term.</p> <p>Various transport initiatives and advocacy opportunities were pursued in accordance with Council's <i>Transport Strategy (2017)</i>, including active NSROC Transport Leadership Group membership, participation in the development of a <i>Northern Sydney Transport Infrastructure Strategy</i> and detailed submissions responding to the stages of the Western Harbour Tunnel and Beaches Link. Council participates in the North Sydney Integrated Transport Program (NSITP) with relevant state agencies to address the impact of the metro and proposed public space, transport and traffic changes.</p> <p>In April 2020, Council adopted its <i>40km/h and 10km/h Shared Zone Masterplan &amp; Action Plan</i>, identifying opportunities to progressively implement 40km/h speed limit zones and 10km/h Shared Zones throughout the LGA.</p> <p>Road safety initiatives were rolled out over the term. The Road Safety Newsletter, road rule reminders, and promotion of the Be Bus Aware campaign received very positive feedback from schools. Slow down signs rolled were out in response to resident requests. Requests and positive feedback continued for the annual Road Safety Calendars. The child car seat program was run annually.</p> <p>Council continued to monitor advances in travel options ride share and car share schemes, adopting the <i>Taxi &amp; Ride Sourcing Strategy</i> in March 2020. Council has installed 10 electric vehicle (EV) charging stations since 2018, at Alexander Street, Holtermann Street, Hume Street, Nicholson Street and Ridge Street carparks.</p>
2.4 Improved traffic and parking management	<p>Council implemented the <i>Integrated Traffic &amp; Parking Strategy (2015)</i> through its suite of <i>Local Area Traffic Management Plans (LATMs)</i> and various parking restriction reviews.</p> <p>New and upgraded traffic, pedestrian and cycling facilities, included the projects below:</p> <ul style="list-style-type: none"> <li>• Federal Blackspot Funding for the Kurraba Road pedestrian crossing upgrade, Ben Boyd Road traffic calming, Lavender Street pedestrian crossing upgrade and Morton Street/ Hazelbank Road kerb extensions in 2020/21</li> <li>• State Government funding for pop-up public plazas and the trial partial closure of Miller Street (per the <i>North Sydney CBD Public Domain Strategy</i>) and Burton Street, Kirribilli in line with the <i>Kirribilli Village Centre Masterplan</i> adopted in 2021</li> <li>• State Government funding was sourced to upgrade 11 pedestrian crossings outside schools across the LGA.</li> </ul> <p>Council trialled street play under the State Government's Streets as Shared Spaces Program. Holding five events across the LGA in late 2020.</p> <p>Council's <i>Car Share Policy</i> governs management of car share programs across the LGA, the number of car spaces for car sharing was increased.</p>

## Sustainability Indicators



CODE	INDICATOR	TARGET	ACTUAL	STATUS
S01	% residents satisfied with the maintenance of local roads and footpaths	≥ 71%	73%	●
S02	% businesses satisfied with maintenance of local roads and footpaths	≥ 70%	73%	●
S03	% residents satisfied with cleanliness of local roads and footpaths	≥ 81%	82%	●
S04	% businesses satisfied with cleanliness of local roads and footpaths	≥ 70 %	73%	●
S05	% roads in 'excellent' or 'good' condition	≥ 70%	72%	●
S06	% footpaths in 'excellent' or 'good' condition	≥ 28%	67%	●
S07	% drainage in 'excellent' or 'good' condition	≥ 68%	86%	●
S08	Tonnes of rubbish removed by Council pollution control devices	≥ 325t	539t	●
S09	% residents satisfied with accessibility and appearance of public areas	≥ 76%	73%	●
S10	% residents satisfied with the look and amenity of North Sydney	≥ 76%	88%	●
S11	% businesses satisfied with the look and amenity of North Sydney	≥ 78%	79%	●
S12	% workers taking public transport to work	≥ 36.2%	39.9%	●
S13	% workers walking or cycling to work	≥ 13.2%	12%	●
S14	% residents taking public transport to work	≥ 44%	48%	●
S15	% residents walking or cycling to work	≥ 7.4%	6.7%	●
S16	No. cars registered in North Sydney	< 23,265	24,877	●
S17	No. car share memberships in North Sydney	≥ 5,000	7,679	●
S18	% residents satisfied with pedestrian and cycle paths	≥ 54 %	52%	●
S19	Length of cycling paths (sufficient to improve the % of all trips in LGA made by walking and cycling)	≥ 254m	2,669m	●
S20	% residents satisfied with traffic flow throughout North Sydney	≥ 46%	63%	●

CODE	INDICATOR	TARGET	ACTUAL	STATUS
S21	% residents satisfied with parking provision	≥ 35%	46%	●
S22	% businesses satisfied with parking provision	≥ 33%	35%	●
S23	No. road traffic fatalities	0	0	●
S24	No. road traffic major injuries	< 46	27	●
S25	No. pedestrian fatalities	≤ 2	2	●
S26	No. pedestrian injuries	< 20	25	●
S27	No. traffic collisions within North Sydney per year	< 216	138	●





## DIRECTION 3: OUR FUTURE PLANNING

### Where do we want to be by 2028?

- North Sydney is a great place to do business. North Sydney has a reputation as a business location. North Sydney enjoys strong economic growth and balances it with environmental and social wellbeing.
- North Sydney encourages innovation and entrepreneurship. It has grown its local ecosystem. People, investment and businesses are attracted to North Sydney from throughout Australia and the world. North Sydney has digital networks that connect people to each other and to the information and services they need.
- The North Sydney CBD is prosperous and vibrant. It attracts businesses and visitors and forms a commercial hub for the region, NSW and Australia.
- Street life and night time economy are important elements of North Sydney's character. The economies of our village centres are dynamic and thriving, creating focal points for our communities.
- North Sydney is a prime tourist destination, with diverse attractions that highlight North Sydney's best features.
- North Sydney has a distinctive identity and heritage. Buildings, commercial centres and neighbourhoods are attractive and sustainable. They fit well with the surrounding built and natural environment. North Sydney preserves and protects its historic buildings and architecture.
- Many types of housing are available, meeting the differing needs of individuals and families, including being affordable.

### How are we progressing?

Outcome	Achievements/Highlights
3.1 Prosperous and vibrant economy	<p>Implementation of the <i>Economic Development Strategy</i> (2016) continued, including establishment of a dedicated economic development function.</p> <p>Business Network events were held quarterly between 2018 and 2020, transitioning online during the height of the pandemic, providing skills development and networking opportunities to support local small to medium enterprises.</p> <p>Council continued to distribute the <i>Business e-News</i> monthly.</p> <p>Following extensive stakeholder engagement, café and restaurant trading hours were extended and small bars permitted in Kirribilli and Milsons Point.</p> <p>Council adopted its first <i>Visitor Economy Strategy</i> (2019) following extensive stakeholder engagement, outlining the long-term vision and actions required to enhance the local visitor economy, with focus on increasing the length of stay of visiting friends and relatives and promotion of existing world-class tourism attractions and experiences.</p> <p>Council supports the <i>Bondi to Manly Walk</i>, hosting the launch event in December 2019.</p>

Outcome	Achievements/Highlights
<p>3.2 North Sydney CBD is one of NSW pre-eminent commercial centres</p>	<p>Council prepared a range of plans and studies to strengthen the competitiveness of the North Sydney CBD following extensive stakeholder engagement, including:</p> <ul style="list-style-type: none"> <li>• <i>The North Sydney CBD Public Domain Strategy (2020)</i> which included the development of a <i>Place Book (2019)</i>, with the objective to create a more engaging and pedestrian focused CBD, offering a greater range of unique public spaces for workers, residents, students and visitors, underpinned by a comprehensive <i>CBD Transport Masterplan</i>.</li> <li>• The <i>Ward Street Masterplan (2019)</i> to deliver much needed public domain and amenity improvements to the North Sydney CBD including Miller Place a new 7,450m<sup>2</sup> public plaza outside the Metro Station and the closure of Miller St between Berry St and the Pacific Hwy, a knowledge and cultural hub and fine-grain “eat streets” to foster the emerging CBD 18-hour economy. This offers commercial growth opportunities and is expected to generate 5,000 additional jobs. The pandemic has delayed implementation.</li> <li>• The <i>Central Laneways Strategy (2017)</i> which will turn Denison, Mount, Hill, Spring and Little Spring Streets into pedestrian areas or shared zones. This work commenced with the opening of 100 Denison Street in 2020.</li> <li>• The <i>Civic Precinct &amp; Surrounds Planning Study (2019)</i> which provides a planning framework, strengthening Council’s position in managing future development in the area incorporating popular community facilities such as Stanton Library, St Leonards Park, the North Sydney Community Centre and local schools.</li> </ul> <p>Council participated in the North Sydney Integrated Transport Program (NSITP) with relevant State agencies to address the impact of the Metro arrival and proposed public space, transport and traffic changes.</p> <p>Commercial floorspace in the North Sydney CBD increased by 10,702sqm from July 2017 to January 2020 to 824,767sqm.</p> <p>The NTH SYD events program, part of the North Sydney CBD Marketing Campaign was moved online during the pandemic including live streamed music and tea-break trivia.</p> <p>The proportion of businesses satisfied with Council’s business processes declined by 8% between 2016 and 2020. Results were most favourable amongst accommodation providers, restaurants, and cafes.</p>
<p>3.3 North Sydney is smart and innovative</p>	<p>Council adopted the first <i>Smart City Strategy (2019)</i> for the LGA, setting out the vision, principles, and priorities which will guide Council’s digital transformation journey. The Strategy received Highly Commended at the AU/NZ Smart Cities Council Awards (2020). 12% of the 3-year Action Plan was completed, with 28% on-track/progressing and 40% behind schedule as at June 2021.</p> <p>Council continued to support the <i>North Sydney Innovation Network</i>, including Steering Committee representation.</p> <p>A research project commenced late 2020, mapping local start-ups and identifying their needs through the establishment of a local ecosystem. This included the inaugural Start-Ups Breakfast Networking Event in early 2021.</p> <p>Council partnered with Regional Development Australia and UTS to audit co-working spaces within the LGA, conducting a RoundTable event in 2020.</p>
<p>3.4 North Sydney is distinctive with a sense of place and quality design</p>	<p>Council adopted its <i>Placemaking Policy</i> in 2019, outlining its commitment and approach to placemaking.</p> <p>Council’s <i>Design Excellence Panel</i> continued to provide independent, expert advice from leading practitioners on major commercial, mixed use and residential development proposals, strategic planning matters and public domain designs.</p>

Outcome	Achievements/Highlights
	<p>Council reviewed its strategic plan-use planning framework to support the employment and housing targets of the Greater Sydney Commission's <i>North District Plan</i>. This included preparation, public exhibition, and adoption of the <i>North Sydney Local Strategic Planning Statement (2020)</i> and <i>Local Housing Strategy (2019)</i>, and initiated amendments to its <i>Local Environment Plan</i> and <i>Development Control Plan</i>. The <i>Local Strategic Planning Statement</i> sets the 20-year vision for land use in the LGA, the special character and values that will be preserved and how change will be managed in the future.</p> <p>Council's <i>Infrastructure Contributions Plan</i> was readopted in 2021, following reviews of its developer contributions framework.</p> <p>The first phase of the <i>Military Road Corridor Planning Study</i> progressed focusing on Neutral Bay. Following several stages of engagement with mixed feedback, it was adopted in 2021. The project provides a framework for ongoing discussion with landowners about the redevelopment of the Neutral Bay Town Centre. It promotes managed jobs and housing growth, while maintaining the much-loved village atmosphere. The project's next phase will focus on the Cremorne Village Centre.</p> <p>Council participated in the State Government's Priority Precinct planning process in St Leonards/ Crows Nest, advocating its planning principles for the area. Planning is underway to redevelop Holtermann Street carpark with public open space at ground level.</p> <p>Council led a community campaign in 2020 advocating to increase the public benefit and traffic improvements for the North Sydney community in the roll out of the State Government's <i>Western Harbour Tunnel and Beaches Link</i> project.</p> <p>Council implemented an electronic development application lodgement system in late 2019, gradually phasing out hard copy plans.</p> <p>Council met the State Government's requirement to prepare a community participation plan by updating its <i>Community Engagement Protocol</i> in 2019.</p>
3.5 North Sydney is regulatory compliant	<p>In accordance with its statutory functions, Council continued to regulate activities to minimise building impacts on the environment and public health.</p> <p>Council staff assisted with implementation of Public Health Orders throughout the pandemic, including food shop inspections at no cost and provision of free COVID-19 safety floor decals to cafes, restaurants, and takeaways.</p> <p>Council continued to implement its <i>Construction Works Management Strategy (2017)</i> for out of hours works.</p> <p>In accordance with its statutory functions, Council assisted with animal control, and promoted pet desexing through its companion animal owner's education program.</p> <p>Council provides numerous off leash areas for dogs.</p> <p>Parking patrols were harmonised across resident parking areas in 2019.</p>





## Sustainability Indicators



CODE	INDICATOR	TARGET	ACTUAL	STATUS
EC01	Gross Regional Product growth in North Sydney	Baseline	\$21.4B	●
EC02	Investment in North Sydney	Baseline	\$2.54M	●
EC03	No. businesses by industry	≥ 15,278	16,384	●
EC04	Business entries	Baseline	591	●
EC05	Business exits	Baseline	334	●
EC06	Local estimates of unemployment (unemployment rate)	≤ 3.10%	4%	●
EC07	% residents working and living in North Sydney as a proportion of employed residents living in North Sydney	≥ 3 %	14%	●
EC08	Office and retail vacancy rates (CBD and local centres)	≤ 7 %	8%	●
EC09	% vacant A grade office space	< 8	8	●
EC10	Ratio of A grade office space to overall office space	Baseline	30%	●



CODE	INDICATOR	TARGET	ACTUAL	STATUS
EC11	Ratio of commercial to residential in mixed use zones	Baseline	NA	●
EC12	% businesses that feel North Sydney is a good place to do business	Baseline	88%	●
EC13	Net growth of commercial floor space	Baseline	821,132sqm	●
EC14	Dollar value of commercial construction	Baseline	\$684M	●
EC15	% residents satisfied with community involvement process with economic development	≥ 48%	40%	●
EC16	% businesses satisfied with Council's business processes	Baseline	55%	●
EC17	No. visitors (international and domestic)	> 256,189	252,056	●
EC18	No. major conferences (international and national)	Baseline	NA	●
EC19	Accommodation (commercial) - occupancy rates (last 5 years)	Baseline	68,039	●
EC20	Accommodation (commercial) - guest nights (last 5 years)	Baseline	828,717	●
EC21	Net growth of commercial floor space in the CBD	Baseline	855,308	●
EC22	% businesses engaged in knowledge sector	Baseline	NA	●
EC23	% employees engaged in knowledge sector	Baseline	NA	●
EC24	No. new small business start ups	Baseline	37	●
EC25	% of residents satisfied with the look and amenity of the public domain	Baseline	73%	●





## DIRECTION 4: OUR SOCIAL VITALITY

### Where do we want to be by 2028?

- North Sydney's social wellbeing continues to improve. Residents enjoy a good quality of life and the fantastic lifestyle that North Sydney offers. Community members have access to the information and support services they need.
- Our community centres are valued hubs providing a wide range of services including evening classes, playgroup and before and after school care. Stanton Library continues to provide high quality services to meet the community's changing cultural, recreational and educational needs.
- North Sydney is a place where people can learn, get together with others and feel like they belong. North Sydney is a place that values and celebrates its culture and diversity. North Sydney enables all people to participate fully in community life.
- Our education facilities are first class and cater for the growing demands of the local area. Education facilities are also used out of hours to maximise access to community facilities.
- North Sydney is a place where people feel safe and live free from crime.
- The residents of North Sydney live healthy lives. Residents have access to good quality medical care and support services, including assistance to age in place.
- North Sydney is known for its full calendar of events. From weekend markets to festivals there is always something happening that adds to North Sydney's vibrancy and colour.
- North Sydney is a hub for creativity. Arts and culture are encouraged. North Sydney offers a range of arts and cultural amenities that cater to all tastes.
- North Sydney's history and heritage is preserved, promoted and celebrated, including the rich Aboriginal heritage of the area.

### How are we progressing?

Outcome	Achievements/Highlights
4.1 North Sydney is connected, inclusive, healthy and safe	<p>Council provides community information in a variety of languages. A translating and interpreting service is provided for all community information brochures.</p> <p>Council participated in the local Liquor Accord presenting on late night trading, New Year's Eve and Alcohol Free Zones.</p> <p>Improvements were made to community facilities including installation of solar powered lighting in the Primrose Park carpark improving visibility and safety. An upgrade of the playground at Forsyth Park Child Care Centre was completed in 2020/21.</p> <p>In accordance with Council's <i>Disability Inclusion Action Plan</i>, accessibility improvements were made at Primrose Park Art and Craft Centre and the Heritage Bus Shelter on the corner of Ridge and Miller Streets. Accessible signage was installed at the Council Chambers. International Day of People with Disability was celebrated annually.</p> <p>The annual North Sydney Seniors Festival continues to be popular. Council as part of the Aged and Disability Network prepare an annual program of diverse events. Council's Senior e-newsletter is distributed quarterly promoting services, news and upcoming events.</p>

Outcome	Achievements/Highlights
	<p>The Neutral Bay Centre has been revitalised. Historically, the Centre was run by the tireless work of volunteers. The increased demand for the Centre's space and resources called for additional help. Council temporarily provided support to facilitate a new program of classes and to form a new volunteer board to steer the Centre going forward.</p> <p>Council works with NSW Health and the Police to support vulnerable community members, including via the local case-coordination network chaired by St George Community Housing with representatives from Mission Australia, Sydney North Primary Health Network and NSW Police.</p> <p>Planet X Youth Centre is involved in the Healthy Relationship joint regional program. Evening family support sessions are coordinated for parents of young people at the local youth refuge. The main issues faced by local youth are low school attendance/absenteeism and struggles with studies, substance use, and family conflict.</p> <p>There are currently 24 Family Day Care educators operated by Council. There was no notable drop in enrolments during the pandemic. Parents appreciated the ability to work remotely without childcaring responsibilities, needing to retain the child's familiarity with the care environment to promote educational development.</p> <p>Council provides access to childcare through 10 of its community facilities. Not for profit services are prioritised, ensuring affordable service availability with high quality assessment outcomes through the National Child Care Quality Framework.</p> <p>Council fully or partially owns 25 properties with 130 tenancies for affordable housing. 68% of tenants are over 50 years of age, 45% have a disability and 20% of tenants have been there for more than 15 years.</p> <p>Council celebrated Harmony Week annually. Over 130 people attended the 2019 breakfast event with Dr Al Muderis and Antoinette Unwerra from the Asylum Seekers Centre. Roje Ndayambaje gave a moving poetic performance. In March 2021 Council held a COVID-19 safe event, with works by the Don Bank Writers-in-Residence and special guests, Hani Aden and Divya Venkataraman.</p> <p>Council raises awareness of LGBTQIA+ through its Welcome Here Project celebrating Pride Month, special Storytime sessions celebrating diverse families and identities and by broadcasting Drag Storytimes on Instagram to celebrate Mardi Gras.</p> <p>Council's annual <i>Lost Bird Found Project</i> raises the profile of mental health, connecting people with services. Council invited groups and community members to make their own birds and share messages of hope, distributed across the LGA for people to find.</p> <p>The long running Creating Wellbeing program continued. During the COVID-19 pandemic, the artist tutors posted packs to participants.</p> <p>Council is an active member of the Lower North Shore (LNS) Child and Family Interagency collaborating on the <i>Crows Nest Safe Village Project</i>. Council works with the LNS Domestic Violence Network, who organised a three-part Coercive Control and Domestic Abuse digital masterclass for the NSROC region.</p> <p>Feeling safe in North Sydney was one of the top satisfaction results in the 2020 <i>Customer Satisfaction Survey</i>.</p>
4.2 North Sydney is creative and home to popular events	<p>Council's <i>Arts &amp; Cultural Strategic Plan</i> was finalised in 2019, with three key directions - to provide creative spaces and opportunities, enable creative expression and cultural experiences and support diversity and inclusiveness. The <i>Arts and Culture Guide</i> was produced annually in hard copy and digital formats.</p> <p>The <i>North Sydney Art Prize</i> is held biennially. In 2019, 115 finalists were selected from an incredible 411 entries. Selected works are exhibited across the Coal Loader site and surrounding parklands.</p>

Outcome	Achievements/Highlights
	<p>The exhibition <i>2060 Homeward Bound</i> held in March 2021 showcased the breadth of artist creativity in North Sydney through a series of small to large scale exhibitions. There were 150 works including installations, sculpture, new media, painting, drawing, printmaking, photography, textiles, basketry, paper making and contemporary jewellery across five Council venues. The exhibition attracted over 5,000 visitors to the LGA.</p>
	<p>Council supported artists to develop their professional practice by providing two low-cost studio programs and one artist in residency program.</p>
	<p>Council began preparation of the <i>Public Art Masterplan</i>, while more works were added to the <i>North Sydney Public Art Trail</i>.</p>
	<p>The <i>North Sydney Events Strategy</i> was adopted in late 2019, acknowledging the role Council plays in supporting local, regional and national/international events initiated by other third parties and outlining Council's commitment to support long -running community events, and to introduce new innovative events. New events over the term included the Spring Sounds on the Platform in 2020 and Christmas activations including 3D chalk art, duo music performances, roaming elves and giveaways across the villages.</p>
	<p>The Twilight Food Fair celebrated its 30<sup>th</sup> season in 2020/21.</p>
	<p>In 2020, in response to the pandemic, the Bradfield Bark event moved online expanding its audience reach with over 25,000 views. The short promotion video reached over 35,000 people with 8,200 views. Bark in the Park (formerly Bradfield Bark) was held May 2021 in St Leonards Park. The event followed a COVID-19 Safety Plan and included two arena performance spaces, 20 Mutt &amp; Meow Market stalls, a kids art workshops, animal-themed face painting, live music and a selection of food stalls. The event attracted an estimated 5,000 attendees with their dogs. The post event video, shared on Council's facebook page, was viewed 18,200 times, reached 26,930 people, and received 92 likes.</p>
	<p>Council supports local markets providers through land management and waste disposal, including the long running Northside Produce Market, Crows Nest Markets, Kirribilli General Market and the Kirribilli Art, Design and Fashion Market. Council also hosts the Artisans Markets at the Coal Loader Centre for Sustainability. Some markets moved online during the height of the pandemic.</p>
	<p>NYE ticketing was introduced at Blues Point Reserve in 2018 to manage crowd numbers, following community consultation. Ticketing was expanded for 2019 and 2020 to other sites. In 2020 all ticketed sites were fully subscribed with positive feedback received from ticket holders and the Police. In 2021, the State Government took custodianship of the NYE fireworks, including management of vantage points and road closures in the LGA, supported by Council.</p>



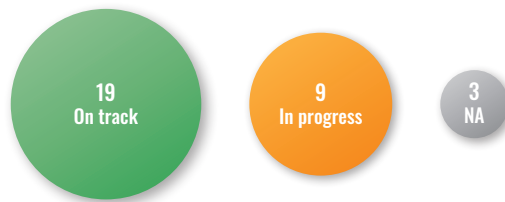
Outcome	Achievements/Highlights
4.3 North Sydney supports lifelong learning	<p>The Stanton Library App was launched in early 2020. eBook and Digital Magazine content is now accessible via the App.</p> <p>Social media campaigns were used to increase awareness of Library events, groups and programs including the 1,000 Books Before School early literacy program. The Storytime program moved online during the height of the pandemic, and in 2020/21 expanded to the Young Street Plaza. Click and Collect book bundles for children and teens and school holiday craft packs were well received. A program was developed for local schools by the Children's Librarians.</p> <p>Collection HQ was purchased with Shorelink to access collection statistics for library resource planning. Council's <i>Library Collection Development Policy</i> was reviewed.</p> <p>Sections of Stanton Library were refurbished, with new seating added to the first floor library study areas, the former staff meeting room converted to a bookable meeting room for customers and the Heritage Centre information desk redesigned.</p> <p>While Stanton Library membership has slightly reduced since 2014, satisfaction remains very high, with older residents the most satisfied.</p> <p>Planning for the CBD branch library identified in the <i>Stanton Library Masterplan (2015)</i> was included in the <i>Ward Street Masterplan</i>.</p> <p>Council celebrated the contribution of the numerous volunteers in its various programs and Precinct Committees through an annual event and social media campaign, showing a range of local volunteers and promoting volunteer opportunities. Analysis showed 21.5% of the North Sydney population reported performing voluntary work in 2016 versus 19.7% in 2011. This compares with 16.7% for Greater Sydney.</p> <p>Lifelong learning highlights over the term included U3A delivered by McMahons Point Community Centre, Planet X youth programs with Bradfield College, joint children's library programs with primary schools and support given to local high schools for symphony orchestras.</p>



Outcome	Achievements/Highlights
4.4 North Sydney's history is preserved and recognised	<p>Council continued to support the <i>Gai-marigal Festival</i> (formerly Guringai Festival) annually celebrating First Nations Peoples culture and heritage in the Northern Sydney region. The festival starts on Sorry Day and runs to the end of NAIDOC Week each year.</p> <p>Council supported <i>History Week</i> and the <i>Heritage Festival</i> annually with annual events attracting over 2,000 attendees.</p> <p>Council contributes monthly articles to the North Shore Living Magazine showcasing North Sydney's history and increasing awareness of the local history collection.</p> <p>10 historic walking route maps were produced and are available in hard copy and digital format.</p> <p>New signage and replacement graves were installed at Thomas Rest Park, the site of the first cemetery on Sydney's North Shore in 2020/21. In April 2021, 100 years of Rotary was celebrated in Australia with the unveiling of a plaque outside the Council Chambers. An interpretive sign about Ben Boyd was installed in Neutral Bay beside two original 1931 plaques.</p> <p>Council's historical collection was enhanced. The heritage database of 54,000 items is now accessible online, thanks to the digitisation program. Two historical image collection albums were created. Don Bank Museum's historic stove and newly-acquired Hallstrom fridge were professionally conserved. A preservation needs assessment of the Luna Park Collection was conducted in 2020/21 and significant historical possessions of Allan Willoughby of 98 Amherst Street, Cammeray were purchased for the Heritage Centre permanent collection.</p> <p>The art of local artist Peter Kingston was exhibited in Council's Art Transit Lounge in 2021.</p> <p>Current heritage items include 16,014 artworks, objects, photographs, 68 boxes of archaeological material, 6,732 monographs, research files and oral history recordings, 4,432 maps and plans and 2,720 archive boxes.</p>



## Sustainability Indicators



CODE	INDICATOR	TARGET	ACTUAL	STATUS
S28	% residents who feel a sense of community in North Sydney and their neighbourhood	≥ 75 %	75%	●
S29	% households that have a broadband, dial-up or another type of internet connection	≥ 92 %	85%	●
S30	% residents self-reporting health as excellent or very good	≥ 86.4%	84.5%	●
S31	Life expectancy at birth: in years, for males and females separately	≥ 87.7	88	●
S32	% residents undertaking adequate physical activity	≥ 66.2%	70%	●
S33	Rates of the following diseases, per 100,000 population: 1. cardiovascular disease, 2. diabetes, 3. cancer, 4. respiratory disease	< 1,661	1,743	●
S34	% children in North Sydney in their first year of full time school who are developmentally on track in each Australian Early Development Index (AEDI) domain: 1. physical health and wellbeing, 2. social competence, 3. emotional maturity, 4. language and communication	≥ 0 %	5.4%	●
S35	% residents who feel safe in North Sydney	≥ 82%	90%	●
S36	Rate of the following offences per 100,000 residents in North Sydney: 1. assault - non domestic violence, 2. sexual, 3. assault - domestic violence, 4. robbery, 5. break and enter, 6. motor vehicle theft	< 406	375	●
S37	Ratio childcare places to population of children aged 0-5 years resident in North Sydney	0.6	0.88	●
S38	% residents satisfied with Council's provision of children's services	≥ 43	26	●
S39	Ratio aged care places per 1,000 older residents	≥ 0.2	0.125	●
S40	Dollar amount of financial support provided by Council to community groups to facilitate community goals	Baseline	\$842,000	●
S41	Median weekly household income (information only)	NA	\$2,272	●
S42	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney	≥ 1,104.8	1,105	●
S43	% residents who are employed	≥ 96%	96%	●
S44	Labour force participation rate (information only)	≥ 68%	71%	●
S45	% residents with tertiary qualifications	≥ 67%	78%	●



CODE	INDICATOR	TARGET	ACTUAL	STATUS
S46	Homeless count	Baseline	411	●
S47	% residents satisfied with the range of arts and cultural experiences in North Sydney	≥ 64 %	51%	●
S48	% residents satisfied with the range of public art in North Sydney	≥ 51 %	41%	●
S49	No. Council events held in North Sydney	Baseline	2,832	●
S50	Economic contribution of major events held in North Sydney	Baseline	NA	●
S51	% residents satisfied with Council run community events	≥ 74%	69%	●
S52	Ratio of primary school places to population of primary aged children resident in North Sydney	= 0.6	NA	●
S53	% residents satisfied with the availability of lifelong learning programs	Baseline	NA	●
S54	% residents who are an active member of Stanton Library	≥ 30.6%	24.3%	●
S55	% users satisfied with Stanton Library	≥ 67%	69%	●
S56	% adults in North Sydney involved in volunteering	≥ 19.7%	21.5%	●
S57	No. historical sites	Baseline	1,081	●
S58	No. Aboriginal cultural heritage sites	≥ 75	76	●





## DIRECTION 5: OUR CIVIC LEADERSHIP

### Where do we want to be by 2028?

- The community feels confident about the direction North Sydney is heading. Council plans by taking into account not just what the community needs now, but also what will be needed by generations to come.
- People in North Sydney feel they can have their say under Council's long-standing commitment to 'open government'. The community is actively involved in the future direction of North Sydney.
- The community trusts the way Council looks after North Sydney. The community looks to Council, along with many other organisations, to provide leadership and good governance.
- Council is an employer of choice, with a highly skilled and motivated workforce committed to providing the community with a high level of service.

### How are we progressing?

Outcome	Achievements/Highlights
5.1 Council leads the strategic direction of North Sydney	<p>Council's periodic <i>Customer Satisfaction Survey</i> was conducted in March/April 2020, using a randomly selected representative sample of 400 residents and 200 businesses. Overall resident satisfaction with Council was extremely positive, with a mean (average) rating of 5 out of 7, a 0.2% increase from 2016, while satisfaction with facilities and services remained high. Business satisfaction with Council was extremely positive, with a mean rating of 5 out of 7, an increase from 4.7 in 2016. The 2020 Survey results will be used to inform the next review of the CSP.</p> <p>All statutory requirements for Integrated Planning and Reporting were undertaken in accordance with the <i>Local Government Act 1993</i> and <i>OLG Integrated Planning and Reporting Guidelines</i> (2013). A new reporting tool was introduced to improve the quarterly and annual reporting of Delivery Program/Operational Plan projects, increasing reporting efficiency and accuracy. Quarterly budget reviews monitor financial performance.</p> <p>Following extensive community consultation, Council's SRV application was partially approved by IPART in May 2019, enabling an increase rates over and above the annual rate page for 3 years to fund an advertised program of works including increased asset renewals.</p> <p>A strategic review of Council's property portfolio was conducted, exploring commercial opportunities for all Council land and building assets. The impact of the pandemic was modelled.</p> <p>Council actively participates in NSROC, which launched a 10 point plan including a focus on advocacy to change the NSW rating system. The General Manager is the Treasurer and Managers participate in the various Professional Officer Groups.</p> <p>Council prepared numerous submissions responding to local government reform. In 2020, following a submission, Council was reclassified from Metropolitan Small to Metropolitan Medium Council, acknowledging the high working population in the LGA, and the high concentration of school and educational institutions utilising Council facilities/infrastructure and services in addition to its residential population.</p> <p>A review of Council's corporate project management framework is underway.</p> <p>A grants register and protocol was developed for use by the whole organisation to administer and record grants.</p>

Outcome	Achievements/Highlights
	<p>After bettering the benchmark of 0% each year since 2013/14, the debt service ratio dropped in 2019/20. There were two main drivers - firstly, a revised assessment of the useful life of the North Sydney Olympic Pool complex prior to its closure for redevelopment resulted in \$6.2M depreciation costs. Secondly, the COVID-19 pandemic and restrictions impacted revenue over the last four months of the year. With ongoing revenue shortfalls, increased depreciation expense and Council's contribution to affordable housing at 287 Miller Street, Cammeray the ratio is forecast to be well below the benchmark again in 2020/21.</p>
<p>5.2 Council is well governed and customer focused</p>	<p>A new electronic business paper solution was implemented 2019/20 as a basis for preparation of all Council and Committee reports/business papers.</p> <p>Preparation of the induction program for the incoming term of Council is underway.</p> <p>Council's <i>Code of Conduct - Councillors &amp; Staff</i> and <i>Code of Meeting Practice</i> were re-adopted in 2019, in line with the State Government issued Model Codes. Council introduced a Public Forum prior to Council meetings to streamline presentations by members of the public addressing Council reports.</p> <p>Council's <i>Customer Service Strategy</i> was prepared in 2019/20. The former CRM system was decommissioned for external customers and replaced by online forms, which are being progressively rolled out.</p> <p>Council's complaints handling framework was reviewed in 2018/19.</p> <p>A <i>Legislative Compliance Policy</i> and Register was adopted by Council late 2020.</p>
<p>5.3 Community is informed and consulted</p>	<p>The <i>External Communications Strategy</i> was endorsed by Council in 2019 following stakeholder engagement.</p> <p>Council's digital platforms, including social media sites and e-newsletters have had steady growth in followers on all platforms including Facebook, Instagram, Twitter, LinkedIn, as well as sub sites such as the Coal Loader Facebook page.</p> <p>Use of video communication was expanded, successfully enhancing Council communication. Examples include the Western Harbour Tunnel video which reached 13,070 people with 9,400 views. The Keep Cup video reached 17,000 people, with 7,724 views. The 2020 Day for People with Disability at the Coal Loader had 5,200 views.</p> <p>The <i>Corporate Standards Manual &amp; Style Guide</i> was updated following staff consultation.</p> <p>The <i>Internal Communications Strategy</i> was reviewed in 2019/20.</p> <p>Council's <i>Community Engagement Protocol</i> was readopted in November 2019 to satisfy the legislative requirement under the <i>Environmental Planning and Assessment Act 1979</i>, and to meet pending changes to the <i>Local Government Act 1993</i>.</p> <p>The <i>Online Information Sessions Program</i> was launched in September 2020, increasing Council's use of online webinars.</p> <p>Review of the Precinct System commenced in late 2019, with the objective to ensure this long standing community engagement program remains fit for purpose as celebrates its 50<sup>th</sup> Anniversary.</p> <p>Council participated in the inaugural Australian Liveability Survey achieving a response rate of over 400 residents, enabling a sound baseline. The Survey results will be used to inform the next review of the CSP.</p>
<p>5.4 Council's service delivery is well supported</p>	<p>Council's ICT Foundations Program was implemented. This included replacement of the telephone system and all PCs, and an upgrade of the data centre which has delivered significant results for Council by decreasing maintenance costs, reducing downtime, removing redundant infrastructure, improving customer service speeds and enabling innovation. Meeting rooms were fitted with video conferencing to meet demand and reduce cost of hiring facilities and equipment.</p>

Outcome	Achievements/Highlights
	<p>The internal Information Security Working Group was reformed, with increased focus on cyber security and governance.</p> <p>Remote working, mobility and corporate system updates were carried out prior to and in response to changed arrangements driven by COVID-19.</p> <p>Council's <i>ICT Strategy</i> is under review by the reformed ICT Working Group represented by participants from across the organisation.</p> <p>User experience has been the focus with improved and expanded access to Council services via online forms an payments, and DA tracking/lodgement.</p> <p>Preparation of the new Council website is underway.</p> <p>A Record Management Review is underway. Digitisation of old Council records and hard copy files continues.</p> <p>Council's Crisis and Pandemic plans have driven the effective response to the pandemic.</p> <p>Council continue participation in the Resilient System Program, with Council's risk management assessment model showcased as the best practice example. Council also participated in the NSROC Resilience Professional Officers Group.</p> <p>A new online incident reporting and contractor management system was deployed in March 2020. This initiative is key to driving employee engagement and improve safety culture and leadership accountability across the organisation.</p> <p>Ongoing awareness training and support was provided for staff to ensure best practice procurement and contract management.</p> <p>Council's <i>Procurement Policy</i> and Manual was adopted by Council in 2020.</p> <p>Training between Council and Local Government Procurement on contracts. Remote training sessions held on consultancy and plant and equipment contracts. Reduction of paper usage achieved through electronic invoices, electronic review and approval shows Council's commitment to sustainability.</p> <p>Council's <i>Access to Information Policy</i> was readopted in 2020, enabling the release of submissions responding to advertised planning (DAs and planning proposals) and non-planning proposals. Council's <i>Privacy Management Plan</i> was reviewed in 2021.</p>
5.5 Council is an employer of choice	<p>A new staff induction and onboard program was introduced in 2019 receiving positive feedback. The new e-recruitment system implemented in 2020 streamlined onboarding systems and processes.</p> <p>Council continued its Health Matters Program for staff, providing free skin cancer checks, free flu shots and discounted wellbeing and fitness sessions.</p> <p>An Employee Satisfaction Survey was undertaken in 2018, with the next to be undertaken in 2021. Between 2019 to 2021, an action plan responding to the priority areas highlighted in the 2018 Survey was implemented, including a weekly staff eNewsletter, the Internal Communications Strategy, reinstatement of supervisory level meetings, reinstatement of Management meetings and General Manager forums.</p> <p>Contingency plans, highlighting training needs and knowledge retention strategies, were completed for all Departments in 2018.</p> <p>Preparation of an Age Management Plan is underway. In 2021, staff participated in a survey conducted by the University of Queensland to understand how different workplace experiences relate to job attitudes. The survey results will assist in developing the Plan.</p> <p>Council's <i>Equal Employment Opportunity Plan</i> was reviewed in 2021.</p> <p>The <i>Staff Policy Manual</i> was reviewed in 2020/21.</p>

## Sustainability Indicators



CODE	INDICATOR	TARGET	ACTUAL	STATUS
G01	% residents aware of CSP	≥ 23%	31%	●
G02	% businesses aware of CSP	≥ 23%	24%	●
G03	% residents satisfied with North Sydney's strategic direction	≥ 51%	54%	●
G04	% businesses satisfied with North Sydney's strategic direction	≥ 56%	68%	●
G05	Amount grant funding or sponsorship received by Council	> \$4M	>\$11.6M	●
G06	Operating performance ratio	≥ 0	1.30%	●
G07	Rates and annual charges coverage ratio	5%	2.78%	●
G08	Unrestricted current ratio	≥ 1.5x	2.82x	●
G09	Building and Infrastructure Renewal Ratio	≥ 100%	98.35%	●
G10	Debt Service Ratio	> 2x	19.32x	●
G11	Broad Liabilities Ratio	< 60	NA	●
G12	% residents who feel Council operates under ethical, open, accountable and transparent processes	≥ 50%	63%	●
G13	% businesses who feel Council operates under ethical, open, accountable and transparent processes	≥ 58%	62%	●
G14	% residents satisfied with Council's community engagement processes	≥ 59%	47%	●
G15	% businesses satisfied with Council's community engagement processes	≥ 48%	42%	●
G16	% residents aware of Precinct System	≥ 45%	47%	●
G17	% residents satisfied with communications from Council	75%	68%	●
G18	% businesses satisfied with communications from Council	≥ 65%	57%	●
G19	% residents from countries where English is not their first language	Baseline	20.1%	●
G20	% residents satisfied with the overall performance of Council	84%	83%	●
G21	% businesses satisfied with the overall performance of Council	65%	65%	●
G22	% of employees that feel Council is a good place to work	Baseline	85%	●
G23	% of staff who understand how their job contributes to the overall success of Council	Baseline	90%	●

## NEXT STEPS

The End of Term Report will be incorporated into the 2020/21 Annual Report, in accordance with statutory requirements.

Following the local government elections in September 2021, the new term of Council will review the CSP in consultation with community stakeholders. This report will inform the Plan's review by highlighting the areas where Council and/or other stakeholders will need to focus their efforts and prioritise resources. At the beginning of the Council term, the Councillors and staff will prepare a new set of targets.

The revised CSP will outline how Council will work with other organisations, state and federal government, non-government entities and the private sector to make progress on achieving the Directions.

To create the future North Sydney, Council involves everyone, including individuals, community groups, businesses and government agencies. The vision belongs to the whole community, not just Council. Successful collaboration between Council and its stakeholders is key to realising North Sydney's vision.



## DATA SOURCES

### OUR LIVING ENVIRONMENT

Australian and New Zealand Environment Conservation Council Compliance Guidelines

Coal Loader visitor data collected at the centre

North Sydney Customer Satisfaction Survey 2020 v 2016

### OUR BUILT INFRASTRUCTURE

2016 census quoted in <https://profile.id.com.au/north-sydney/car-ownership>

<http://economy.id.com.au/north-sydney/travel-to-work>

<http://economy.id.com.au/north-sydney/workers-travel-to-work>

[https://roadsafety.transport.nsw.gov.au/statistics/interactivecrashstats/lga\\_stats.html?tblga=1](https://roadsafety.transport.nsw.gov.au/statistics/interactivecrashstats/lga_stats.html?tblga=1)

North Sydney Customer Satisfaction Survey 2020 v 2016

### OUR FUTURE PLANNING

August 2020 Office Market Report – PCA

Commercial Market Update - July 2020 <https://www.corelogic.com.au/news/commercial-market-update-north-sydney-cityscope-july-2020#:~:text=Sales%20recorded%20in%20the%20most,the%20quarter%20to%20January%202020.>

<https://content.knightfrank.com/research/444/documents/en/north-shore-office-market-october-2020-7516.pdf> 1:3

<https://economy.id.com.au/north-sydney>

<https://economy.id.com.au/north-sydney/gross-product>

<https://economy.id.com.au/north-sydney/number-of-businesses-by-industry>

<https://economy.id.com.au/north-sydney/tourism-visitors-reason?Tourismtype=2>

<https://economy.id.com.au/north-sydney/unemployment>

<https://profile.id.com.au/north-sydney/workers>

January 2020 Office Market Report – PCA

North Sydney Customer Satisfaction Survey 2020 v 2016

### OUR SOCIAL VITALITY

Aboriginal Heritage Office

[http://www.healthstats.nsw.gov.au/Indicator/bod\\_self\\_age/bod\\_self\\_lhn\\_trend](http://www.healthstats.nsw.gov.au/Indicator/bod_self_age/bod_self_lhn_trend)

<https://profile.id.com.au/north-sydney/employment-status>

<https://profile.id.com.au/north-sydney/internet-connection>

<https://profile.id.com.au/north-sydney/qualifications>

[https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC13010](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC13010)

<https://www.aedc.gov.au/data/data-explorer>

North Sydney Council draft Children's Services Review

North Sydney Customer Satisfaction Survey 2020 v 2016

## OUR CIVIC LEADERSHIP

Economic Development Survey – Business Start ups

North Sydney Customer Satisfaction Survey 2020 v 2016

North Sydney Quarterly Budget Review Statement March 2021

This End of Term Report has been prepared in-house in accordance with legislative requirements.

For further information contact Council's Corporate Planning Coordinator.

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