

## 10.1. State of North Sydney Report

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<b>ATTACHMENTS</b>	1. State of North Sydney Report 2024 [10.1.1 - 30 pages]
<b>CSP LINK</b>	5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction 5.2 Strong civic leadership and customer focussed services

### PURPOSE:

The purpose of this report is to present the *State of North Sydney Report* to Council. This report provides an overview of Council's progress in achieving the objectives outlined in the *Community Strategic Plan (CSP) – North Sydney's Vision 2040*. The report reflects on key achievements, areas needing improvement, and priorities for the future.

### EXECUTIVE SUMMARY:

- The *State of North Sydney Report* serves as a strategic tool to assess Council's performance against the *Community Strategic Plan (CSP) – North Sydney's Vision 2040*, which identified 70 community indicators.
- The outcomes are as follows:
  - o 60% (42) targets were met;
  - o 36% (25) targets were not met; and
  - o three indicators could not be measured due to insufficient data.
- This report summarises the successes and challenges faced during the previous term of Council. It is designed to give the newly elected Council a clear understanding of where the community stands in relation to the CSP's long-term goals.

### RECOMMENDATION:

1. THAT Council endorse the *State of North Sydney Report*.

## **Background**

The *State of North Sydney Report* is a high-level summary that outlines the progress made towards achieving the objectives of the *Community Strategic Plan (CSP) – North Sydney's Vision 2040*. It is a key accountability tool that informs Council and the community about the milestones reached, lessons learned, and areas requiring attention.

The report is aligned with the overarching goals of the CSP, providing Council with a comprehensive overview of the strategic progress that has been made as well as identifying areas of focus moving forward.

## **Report**

The *State of North Sydney Report* will be presented as an appendix to the *2023/24 Annual Report* and has been designed to maintain visual and thematic consistency with the *Community Strategic Plan – North Sydney Vision 2040*. This ensures that Council and the community receive a cohesive, aligned message about the strategic direction, key achievements, and future goals of the organisation.

The report also outlines the areas where targets were not met and highlights upcoming initiatives designed to ensure further progress toward the community's long-term vision.

## **Consultation requirements**

Community engagement is not required.

## **Financial/Resource Implications**

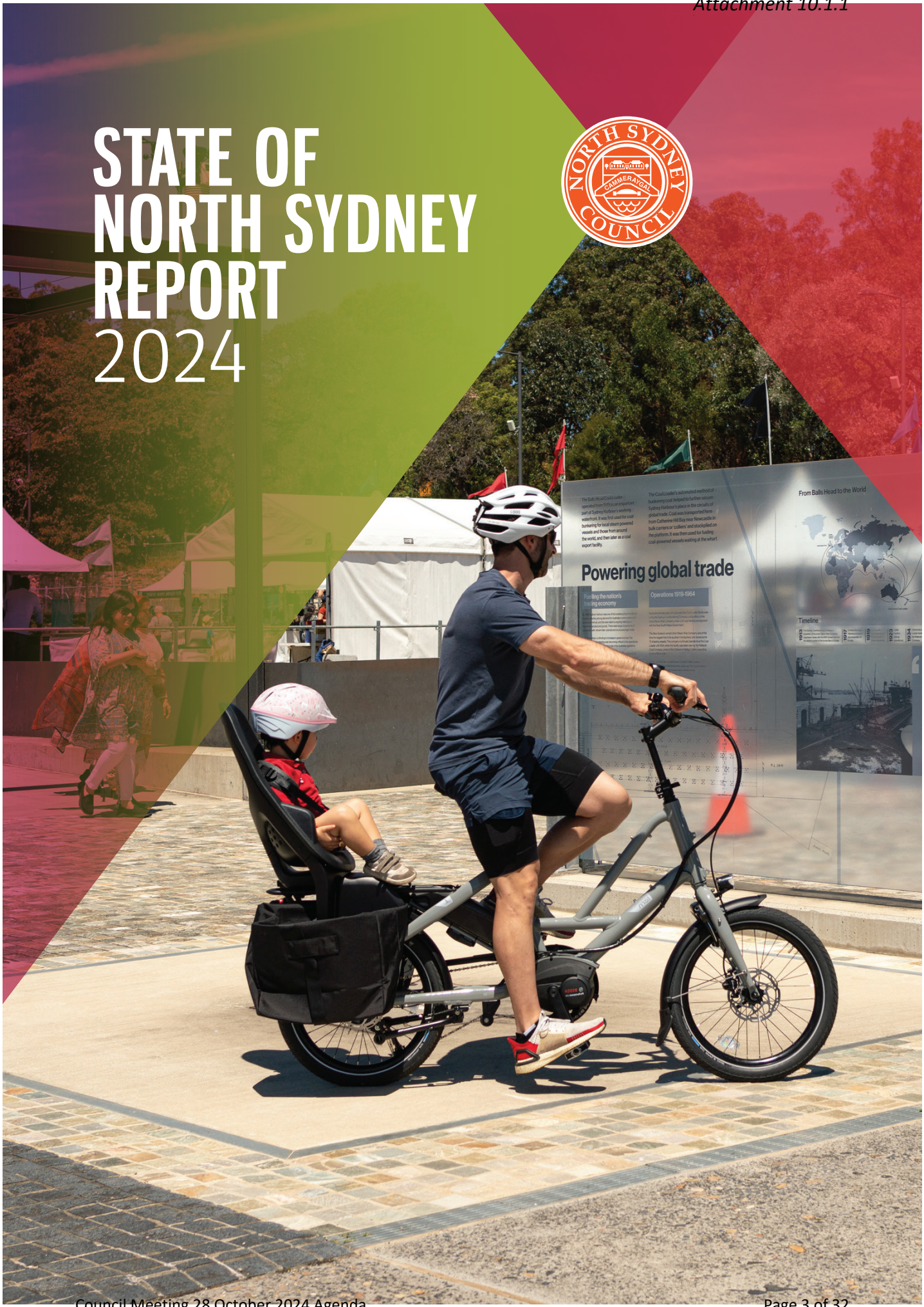
There are no financial or resource implications.

## **Legislation**

The preparation of the *State of North Sydney Report* is in accordance with the Local Government Act 1993 and aligns with the NSW Integrated Planning and Reporting (IPR) Framework requirements. This legislative framework mandates Councils to report on progress against the Community Strategic Plan, Delivery Program and Operational Plan. The *State of North Sydney Report* fulfils this requirement by providing a transparent and accountable overview of the Council's strategic performance and alignment with community goals.



# STATE OF NORTH SYDNEY REPORT 2024







## 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 people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

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 and ongoing Indigenous heritage of this place.

In recent years the spelling of Cammeraygal has varied to include Gameraigal and Gaimaragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.



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## MAYOR'S MESSAGE

North Sydney is a truly special community in which to live, work and study mostly due to our strong and enduring commitment to values of diversity, tolerance, respect for each other, a passion for the environment and strong traditions of public participation and volunteering.

Navigating a compressed term of less than three years, we have achieved significant milestones as a council, always focused on our diverse community's needs. Balancing these varied interests has been both a challenge and a privilege.

Council delivered key projects that have positively impacted residents from new and expanded open space such as Hume Street Park, McMahons Point Pocket Park, Burton Street Plaza and the acquisition of the Quarantine Depot at Balls Head to establishing an Access and Inclusion Committee or inviting schools and young people to participate in civic events and celebrations. Our commitment to, and ongoing investment in, sustainability including delivering 100% renewable electricity for Council properties and streetlights and planning for and building new active and sustainable transport infrastructure aligns with our long-term vision for a thriving and resilient community.

We also invested in Crows Nest and the North Sydney CBD to meet the incredible opportunity of the opening of the Crows Nest and Victoria Cross Metro stations.

Volunteers are the backbone and lifeblood of this community and Council renewed its support and commitment to community volunteers and public participation by proudly celebrating two important anniversaries: 50 years of Precinct Committees and the 30th anniversary of Bushcare.

At the same time, we have confronted challenges that have tested our resilience. State Government infrastructure projects including the Western Harbour Tunnel and Warringah Freeway Upgrade, have taken a toll on our environment and wellbeing. Council has worked hard to represent the community's interests, continuously lobbying to address the impacts of these developments. Similarly, we have planned for and responded to the impacts of increasing density and the State Government housing reforms.

While significant progress has been made, this term also brought the considerable challenge of addressing the heavy, inherited legacy of decision-making related to the North Sydney Olympic Pool redevelopment. In September 2022, the newly elected Council was alerted to concerns about the project, prompting me to request an independent review to inform future management and decision-making. Regrettably, many findings in the independent report highlighted issues from the initial planning phase, resulting in unresolved high-level risks that remain difficult to mitigate. Taking into consideration all the findings of the independent review, it was clear that the budget for the project was not sufficient in the first place, considering the risks that had been accepted by the previous Council.



The rising costs associated with this project have had a substantial impact on Council's financial position and will have significant lasting effects on future operational and renewal budgets.

This situation underscores the vital importance of effective governance and administration in Local Government. As Mayor, I take pride in this Council's commitment to enhancing our performance in this area, ensuring that robust frameworks are in place to protect public funding and prioritise its use.

In late 2022, the Council appointed a new Chief Executive Officer with a mandate to implement a transformational organisational review and improvement program, laying a strong foundation for decision-making and service delivery. By building stronger governance and administration, Council will be best placed to adapt to evolving community needs and expectations while ensuring the sustainability of services and infrastructure for generations to come.

As we look to the future, we recognise that both local and global trends, including population growth and shifting demographics, are reshaping our communities and the way we live and work. As a Council it is vital that we adapt, align and plan for a future that reflects these changes while protecting our heritage and our environment.

With this in mind, we recently launched Council's largest-ever community consultation, 'Have your say on North Sydney's next ten years', to help understand our community's shared challenges and opportunities for the coming decade. The insights you have shared will directly guide and inform the new 2025-2035 Community Strategic Plan ensuring that Council plans and priorities truly reflect your evolving needs and aspirations.

All of the work detailed in this report could not have happened without the incredible dedication, skill and passion of North Sydney Council staff. I, therefore, acknowledge with respect and gratitude the CEO, Therese Cole, the Executive Leadership Team and every staff member for their extraordinary work over this shortened term.

Finally, the elected Council were given a mandate for change and worked exceptionally hard over a short term to deliver it. I warmly thank and acknowledge my fellow councillors for their hard work and commitment to making, at times, difficult decisions in the best of interest of our community.



Cr Zoë Baker  
**Mayor of North Sydney**

# OUR CITY

North Sydney is on the land of the Cammeraygal people, who have a rich and enduring Aboriginal cultural heritage that remains significant to the community today. The North Sydney area has a population of 72,000, with a population density of 6,860 persons per square kilometre.

## OUR GEOGRAPHY

The North Sydney local government area covers 10.5 square kilometres and 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, Waverton, and Wollstonecraft. It is located on the northern shore of Sydney Harbour, bounded to the south by Sydney Harbour itself, to the west by Lane Cove, to the north by Willoughby, and to the east by Mosman.

## OUR REGIONAL FACILITIES

North Sydney is renowned for its urban landscape, complemented by beautiful parks and open spaces such as St Leonards Park, Milson Park, and the expansive North Sydney Oval precinct. Its proximity to the Sydney Harbour Bridge makes it an iconic and integral part of the city's skyline, with easy access to the Sydney CBD.

North Sydney is also home to significant education and business facilities, including several renowned private and public schools and thriving business districts like North Sydney's commercial hub, which houses major companies and contributes significantly to the Sydney metropolitan economy.

## OUR COMMUNITY

According to the 2021 census, North Sydney had a population of approximately 72,000 people, reflecting steady growth in recent years. As of June 2021, the Estimated Resident Population (ERP) increased to around 74,800. The population of North Sydney is known for its high levels of education and income, with a dynamic mix of professionals, families, and individuals. The area continues to attract a highly skilled workforce due to its proximity to the Sydney CBD and excellent transport infrastructure.

While North Sydney is predominantly prosperous, there are areas where pockets of disadvantage exist. These include individuals living in social housing, people with disabilities, and those in caregiving roles who may face particular challenges. The community also features a diverse range of households, including a significant number of lone-person and couple households without children.

North Sydney's strong connection to the Sydney CBD, excellent transport options, including the newly opened Sydney Metro, and vibrant local culture make it a key contributor to both the broader Sydney economy and its cultural fabric.





# ABOUT THE STATE OF NORTH SYDNEY REPORT

The *North Sydney Vision 2040 Community Strategic Plan* 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 State of North Sydney Report 2024 provides an update on North Sydney Council’s progress towards achieving the Community Strategic Plan. This report covers the period December 2021 to September 2024 and is prepared in accordance with the Local Government Act 1993 and the Integrated Planning & Reporting Guidelines. The report provides the incoming Council with a snapshot of progress to date towards achieving the community’s vision for the North Sydney local government area.

North Sydney Council consists of ten elected Councillors, with five representing Cammeraygal Ward and five representing St Leonards Ward. The positions of Mayor and Deputy Mayor are elected by a vote among the Councillors.

Councillors for the 2021-2024 term are below:

## ST LEONARDS WARD



Mayor  
Cr Zoë Baker



Cr William Bourke



Cr John Lepouris



Deputy Mayor  
Cr Godfrey Santer



Cr James Spenceley

## CAMMERAYGAL WARD



Cr MaryAnn Beregi



Cr Jilly Gibson



Cr Georgia Lamb



Cr Ian Mutton



Cr Shannon Welch

## OUR 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 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

We acknowledge the contribution of Councillor Alanya Drummond who resigned from Council in February 2023.

Leadership and management of the Council is a collaborative effort between the Mayor, Councillors, the Chief Executive Officer and staff. The Chief Executive Officer, Therese Cole, is responsible for the day-to-day management of Council.

## KEY ACHIEVEMENTS

This section highlights the significant awards and high achievements earned during the elected term, reflecting Council's commitment to delivering on the key themes outlined in the Community Strategic Plan.

### LG PROFESSIONAL AWARDS 2024

#### COMMUNITY PARTNERSHIPS

##### WINNER - BUILDING BRIDGES TO BOOROWA

Building Bridges to Boorowa (BB2B) is a 25-year urban-rural partnership between North Sydney Council, Boorowa Community Landcare, and Hilltops Council aimed at rehabilitating degraded farmland in south-west NSW. Each year, 20-40 urban volunteers travel to Boorowa for a 3-day tree-planting weekend, where over 65,000 native plants over 25 years, have been established on private and public land. This project, alongside other local environmental programs, improves biodiversity, addresses land degradation issues, and fosters strong connections between North Sydney and Boorowa communities. BB2B also supports local businesses and builds lasting social bonds.



#### PEOPLE, WORKPLACE, WELLBING

##### HIGHLY COMMENDED – TOWARDS A NORTH STAR, REVIEWING AND REALIGNING

The realignment project is a key step in North Sydney's five-year transformation, aimed at improving leadership, employee wellbeing, and service delivery, ultimately benefiting the local community by enhancing the efficiency and quality of services. Through an organisational review, the leadership structure was streamlined, reducing Tier two positions from 6 to 3 and Tier three positions from 30 to 16. This change fostered collaboration, reduced silos, and optimised resources, reallocating 17% of the salary budget to create \$2.3M in new roles without additional cost. New positions were added in areas like customer experience and risk management, directly improving community services. Led internally by the Executive Leadership Team, the project emphasised gender equity, consultation with staff, and continuous engagement monitoring through surveys.

### KEEP AUSTRALIA BEAUTIFUL SUSTAINABLE CITIES AWARD 2023

#### WINNER

Biodiversity Conservation – Building Bridges to Boorowa

#### HIGHLY COMMENDED FINALIST

Overall Sustainable Cities Award

Resource Recovery and Waste Minimisation - Imperfect Low Waste Living Program

Communication and Engagement Award – The Coal Loader Living Classroom

### LOCAL GOVERNMENT NSW EXCELLENCE AWARD 2023

#### HIGHLY COMMENDED FINALIST

Communication, Education and Empowerment – The Coal Loader

Community Development Project – North Sydney Streets Alive Program



# OUR PLANS AND REPORTING

## THE COMMUNITY STRATEGIC PLAN

The *North Sydney Vision 2040 Community Strategic Plan* is Council's most important strategic document used to guide and inform its planning.

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

## HOW WE DELIVER NORTH SYDNEY'S VISION

North Sydney Council's plans, strategies, and programs are interconnected and designed to deliver community outcomes. While not all outcomes in the Community Strategic Plan can be achieved by the Council alone, our Delivery Program and Operational Plan outline the principal activities that the Council will undertake, using the resources available under the Resourcing Strategy, to work towards achieving these outcomes.

## THE DELIVERY PROGRAM

The Delivery Program represents a commitment to the community from each newly elected Council, outlining what North Sydney Council will do to achieve the goals of the Community Strategic Plan during their term of office. Our 2022-2026 Delivery Program is part of the current North Sydney's Vision 2024.

## OPERATIONAL PLAN & BUDGET

Each year, an annual Operational Plan & Budget is developed for the upcoming financial year, detailing the specific projects and activities the Council will undertake to fulfill the commitments made in the Delivery Program.

## RESOURCING STRATEGY

The goals and specific outcomes of the Community Strategic Plan cannot be realised without adequate resources. Therefore, North Sydney's Vision 2040 is supported by a Resourcing Strategy that considers the workforce, finances, and assets necessary to deliver services to the community. Both the Delivery Program and the annual Operational Plan & Budget are created with full consideration of the available resources.

## HOW DOES COUNCIL MEASURE PROGRESS?

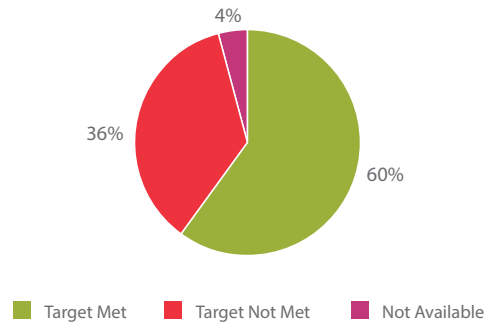
The State of North Sydney Report is divided into the five Directions of the Community Strategic Plan. It outlines by Direction where we want to be by 2040 and how we are progressing in achieving our objectives.

We developed a set of community indicators to track our progress in achieving the shared vision outlined in the Community Strategic Plan. These indicators were chosen to assess the effectiveness of community outcomes throughout our City. Data for each indicator is gathered by Council, government or data collection agencies like the Australian Bureau of Statistics.

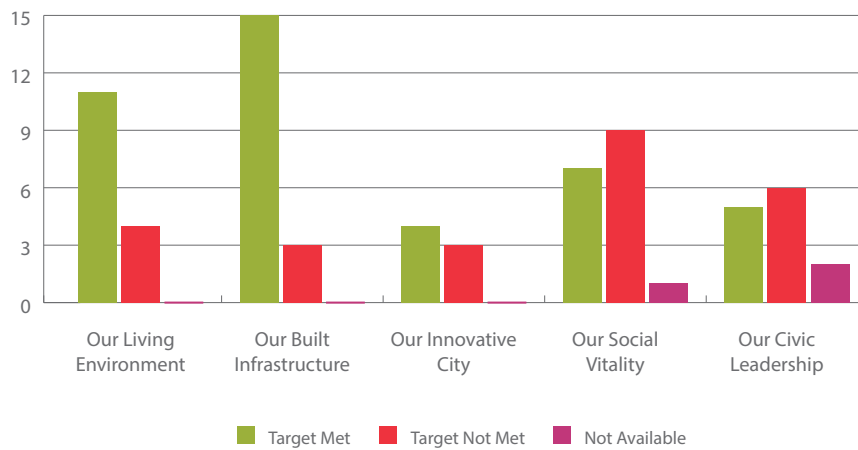
The report was prepared in-house. It reports on the indicators that had data available on 30 June 2024.

Of the total 70 indicators, 3 targets were not measured due to insufficient data availability. Of the 70 indicators measured, 60% (42) targets were met, and 36% (25) targets were not met.

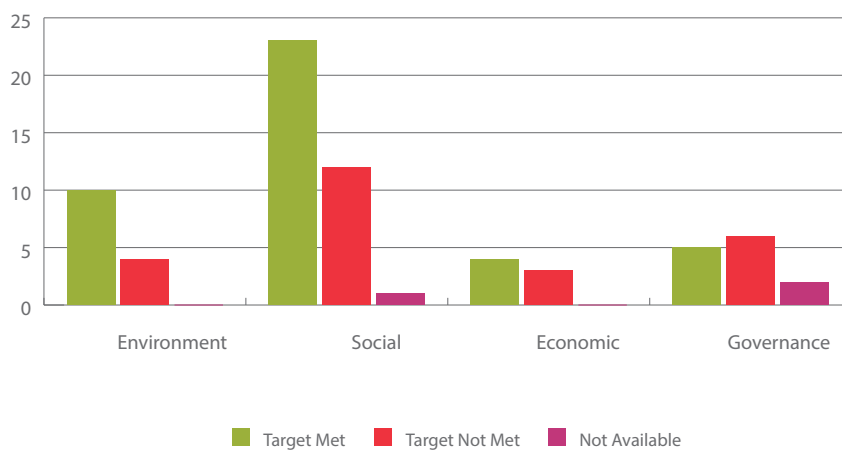
### OVERALL INDICATOR RESULT



### INDICATORS BY DIRECTION



### INDICATORS BY QBL LINK



## ENVIRONMENTAL INDICATORS

NO.	INDICATOR	PREVIOUS ACTUAL	TARGET	ACTUAL	STATUS
1	% bushland in good condition	75%	Increase	87%	●
2	No. local native fauna and flora species found	446	Maintain	567	●
3	% compliance with the Australian and New Zealand guidelines for fresh and marine water quality at Council's water quality monitoring sites	67%	Increase	68%	●
4	% stormwater in North Sydney's catchments treated by stormwater quality improvement devices	59%	Increase	57%	● <sub>1</sub>
5	No. tonnes of rubbish removed by Council pollution control devices	539	Increase	927.56	●
6	% reduction in community greenhouse gas emissions	18%	Increase	32%	●
7	% reduction in community's potable (drinking) water use	7%	Increase	16%	●
8	No. tonnes reduction in waste generation per household	0.359t	Increase	0.331t	● <sub>2</sub>
9	% recycling rate for municipal solid waste	37%	Increase	42%	●
10	% waste diversion from landfill	39%	Increase	37%	● <sub>3</sub>
11	% canopy cover	28%	Increase	27.4%	● <sub>4</sub>
12	% residents satisfied with recreational facilities	82%	Increase	84%	●
13	% residents satisfied with the maintenance of parks, ovals and bushland areas	91%	Increase	95%	●
14	% dwellings within 400m or less of distance of a neighbourhood recreation park (0.5ha)	70.9%	Increase	83%	●

## KEY

● Target met      ● Target not met      ● Data not available

## Notes:

1. Recent focus has been on providing maintenance to existing Gross Pollutant Traps, not installing new ones.
2. More people working from home and high rents are leading to shared multigenerational households which impacts on volume of waste per household.
3. Lighter packaging, reduced paper use due to e-communication and the 10c Container Deposit Scheme contributes to lower Council recycling rates.
4. State infrastructure projects, including the Western Harbour Tunnel and Warringah Freeway Upgrade, have led to significant canopy loss.





## SOCIAL INDICATORS

NO.	INDICATOR	PREVIOUS ACTUAL	TARGET	ACTUAL	STATUS
15	No. third party sporting and community events	NA	Baseline	28	●
16	% residents satisfied with the maintenance of local roads and footpaths	73%	Increase	87%	●
17	% businesses satisfied with maintenance of local roads and footpaths	73%	Increase	84%	●
18	% residents satisfied with cleanliness of local roads and footpaths	82%	Increase	94%	●
19	% businesses satisfied with cleanliness of local roads and footpaths	73%	Increase	92%	●
20	% residents satisfied with appearance of village areas/ plazas	73%	Increase	94%	●
21	% residents satisfied with the look and amenity of North Sydney CBD	88%	Increase	91%	●
22	% businesses satisfied with the look and amenity of North Sydney CBD	79%	Increase	92%	●
23	% residents who feel safe in North Sydney	90%	Increase	96%	●
24	% residents travel to/from work using modes of transport other than sole occupant vehicles	80%	Increase	74%	● <sub>1</sub>
25	% workers travel to/from work using modes of transport other than sole occupant vehicles	50%	Increase	49%	● <sub>1</sub>
26	% dwellings within 400m of public transport within a regular 30-minute weekday service (7am-7pm)	86.2%	Increase	98.6%	●
27	No. cars registered in North Sydney	24,877	Decrease	35,491	● <sub>2</sub>
28	No. car share memberships in North Sydney	7,679	Increase	9,260	●
29	% new private vehicles purchased by residents of non-internal combustion engine vehicles	0.7%	Increase	9%	●
30	% residents satisfied with pedestrian and cycle paths	52%	Increase	64%	●
31	% residents satisfied with traffic flow throughout North Sydney	63%	Increase	65%	●
32	% residents satisfied with parking provision	46%	Increase	59%	●
33	% businesses satisfied with parking provision	35%	Increase	57%	●
34	% residents who feel a sense of community	75%	Increase	64%	● <sub>3</sub>
35	% residents self-reporting health as excellent or very good	84.5%	Increase	86.2%	●
36	% residents undertaking adequate physical activity	70%	Increase	70.6%	●
37	% adults in NSLHD consuming the recommended daily intake of vegetables	8.2%	Increase	5.5%	● <sub>4</sub>
38	Domestic violence related assault rate per 100,000 residents	113.2	Decrease	186	● <sub>5</sub>

NO.	INDICATOR	PREVIOUS ACTUAL	TARGET	ACTUAL	STATUS
39	Ratio childcare places to population of children aged 0-5 years resident in North Sydney	0.88	Increase	0.77	● <sub>6</sub>
40	Ratio aged care places per 1,000 older residents	125	Increase	76.4	● <sub>7</sub>
41	Homeless count	411	Decrease	<15	● <sup>**</sup>
42	% residents in North Sydney involved in volunteering	21.5%	Increase	16.8%	● <sub>8</sub>
43	% residents satisfied with the range of arts and cultural experiences	51%	Increase	65%	●
44	% residents satisfied with the range of public art	41%	Increase	NA	● <sub>*</sub>
45	No. of Council events	2,832	Increase	2,174	● <sub>9</sub>
46	% residents satisfied with Council run events	69%	Increase	96%	●
47	% residents who are an active member of Stanton Library	24.3%	Increase	24%	● <sub>10</sub>
48	% users satisfied with Stanton Library	69%	Increase	63%	● <sub>11</sub>
49	No. historical sites	1,081	Maintain	1,089	●
50	No. Aboriginal cultural heritage sites	81	Maintain	81	●

Previous Actual figure as reported in North Sydney's Vision 2040

#### KEY

● Target met      ● Target not met      ● Data not available

#### Notes:

- Covid impacted the method of travel to work during census period.
- Ongoing changed travel patterns due to Covid has increased reliance on private vehicle usage.
- North Sydney's transient, apartment-dwelling residents face barriers to community connection due to affordability, accessibility, and lack of visible representation.
- The daily vegetable intake target was not met due to fast food convenience, rising costs, and limited fresh produce availability from natural disasters.
- Domestic violence is a national epidemic, with North Sydney LGA reporting a spike in alcohol-related domestic assaults during this period.
- Projected infrastructure capacity growth has not been met, with Murdoch, McLaren, Ernest and Spofforth Street sites still under consideration.
- Data source for target unknown therefore data comparison unfeasible.
- Since Covid, volunteer numbers have not returned to former capacity, partly due to lack of known opportunities, family commitments and personal health reasons.
- Event delivery and attendance slowed post-COVID due to restrictions and routine changes but has steadily increased through 2022/23 and 2023/24.
- Active library membership dropped during the pandemic due to lockdowns and changing work practices, while non-membership amenities like Wi-Fi and PC use remain highly utilised.
- Prolonged library closures due to lockdowns, restrictions, and flooding have impacted satisfaction, with high demand for study, recreation, and activities exceeding the available space.

\* Question was not included in the 2023 Customer Satisfaction Survey.

\*\* Figure represents data on rough sleepers. It does not take into account other forms of homelessness such as couch surfing.

## ECONOMIC INDICATORS

NO.	INDICATOR	PREVIOUS ACTUAL	TARGET	ACTUAL	STATUS
51	Business entries	1,608	Increase	1,564	● <sub>1</sub>
52	Business exits	1,275	Decrease	1,291	● <sub>1</sub>
53	% businesses that feel North Sydney is a good place to do business	88%	Increase	89%	●
54	Value of tourism and hospitality	1.7%	Increase	4.6%	●
55	Commercial vacancy rates	16.6%	Decrease	25.1%	● <sub>2</sub>
56	Net growth of commercial floor space in the CBD	NA	Baseline	28,000sqm	●
57	% vacant A grade and A grade premium office space	NA	Baseline	6.8%	●

Previous Actual figure as reported in North Sydney's Vision 2040

## KEY

● Target met      ● Target not met      ● Data not available

## Notes:

1. Due to economic conditions post pandemic and several buildings in North Sydney vacating due to the Sydney Metro development.
2. Commercial vacancy rates have been affected by increased work from home, hybrid working arrangements and new commercial stock in the CBD.





## GOVERNANCE INDICATORS

NO.	INDICATOR	PREVIOUS ACTUAL	TARGET	ACTUAL	STATUS
58	% residents satisfied with North Sydney's strategic direction	55%	Increase	92%	●
59	% businesses satisfied with North Sydney's strategic direction	68%	Increase	49%	● <sub>1</sub>
60	% residents aware of Community Strategic Plan	31%	Increase	NA	●*
61	% businesses aware of Community Strategic Plan	24%	Increase	NA	●*
62	% residents who feel Council operates under ethical, open, accountable and transparent processes	63%	Increase	57%	● <sub>2</sub>
63	% businesses who feel Council operates under ethical, open, accountable and transparent processes	62%	Increase	49%	● <sub>2</sub>
64	% residents satisfied with customer service/ information provided by staff	64%	Increase	87%	●
65	% businesses satisfied with customer service/ information provided by staff	55%	Increase	83%	●
66	% residents satisfied with communications from Council	85%	Increase	84%	● <sub>3</sub>
67	% businesses satisfied with communications from Council	85%	Increase	65%	● <sub>4</sub>
68	% residents satisfied with Council's community engagement process	47%	Increase	96%	●
69	% businesses satisfied with Council's community engagement process	42%	Increase	67%	●
70	% residents aware of the Precinct System	47%	Increase	45%	● <sub>5</sub>

Previous Actual figure as reported in North Sydney's Vision 2040

## KEY

● Target met      ● Target not met      ● Data not available

## Notes:

- The target was not met. Council is developing a new Economic Development Strategy, based on community and business feedback, to improve satisfaction with its strategic direction.
  - Target was not met due to a change in survey provider and variations in response types compared to the previous survey.
  - Resident satisfaction with Council communications is stable, with a recent organisational restructure aiming to enhance two-way dialogue and future satisfaction.
  - The vacant Business Engagement Officer roles has limited communication with businesses, with permanent hire planned for early 2025.
  - Resident awareness of the Precinct System has remained stable but is expected to improve with the reactivation of several Precincts.
- \* Question was not included in the 2023 Customer Satisfaction Survey.



# PERFORMANCE SNAPSHOT

The next section details key highlights and the status of each of the indicators by Strategic Direction.

## DIRECTION 1: OUR LIVING ENVIRONMENT



### North Sydney Vision 2040

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

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



109

native trees were given out during Council's Trees for Newborns program

The St Leonards Park playground upgrade tripled the size of the original play area



Council provides 75,000 waste collection services each week

Council stormwater harvesting system supplies up to 20,000 kilolitres of recycled water annually to parks and sports fields

Our Gross Pollutant Trap network prevents 190 tonnes of rubbish entering Sydney Harbour each year

North Sydney Oval sees 97 event days each year which includes, 47 cinema screenings, 17 cricket matches, 14 rugby league matches, 10 rugby matches and 2 AFL events – attracting over 97,000 spectators annually



## How are we progressing?

Outcome	Key Highlights
1.1 Protected, enhanced and biodiverse natural environment	<p><b>87% of North Sydney's bushland</b> is in good condition, with over 60% indigenous plant cover and high ecological resilience.</p> <p><b>567 new species of flora and fauna</b> have been identified since 2010, showcasing successful bushland recovery and effective management.</p> <p><b>Quarterly water quality</b> reports reflect the impact of living in a highly urbanised area, with a recent pollution event in a neighbouring area affecting Berry Creek.</p> <p><b>57% stormwater within the Council area</b> is being treated, and improvements are being made to existing Gross Pollutant Traps (GPTs).</p> <p><b>927.56 tonnes of waste</b> were removed from stormwater runoff through the existing pollutant traps.</p>
1.2 Environmentally sustainable community	<p><b>Greenhouse gas emissions</b> in the North Sydney area are declining, supported by Council programs promoting renewable energy investments, fossil fuel transition rebates, and educational initiatives.</p> <p><b>The community's potable water use</b> decreased by 16%, exceeding the target of a 10% reduction by 2030, thanks to water-efficient technologies and building standards such as BASIX.</p> <p><b>Waste generation has increased</b>, in line with state trends, driven by more residents working from home and local property growth.</p> <p>Council provides <b>general waste and recycling bins</b> in public places, making waste disposal convenient across the community.</p> <p><b>Extensive waste education initiatives</b> are in place, including waste avoidance messages on the Council's website and social media, workshops at the Coal Loader, and distribution of materials such as recycling bin stickers and clean-up calendars.</p> <p>Ongoing efforts to improve <b>resource recovery and alternative waste treatments</b> include the Food Waste Organics collection trial and doorstep recycling through Recyclesmart, along with waste minimisation workshops and repair initiatives at the Coal Loader.</p>
1.3 Clean and green places	<p>While significant tree loss occurred due to major state infrastructure projects like the Western Harbour Tunnel, Warringah Freeway Upgrade, and Sydney Metro, <b>North Sydney's Tree Management</b> plans have successfully increased canopy in other areas, balancing urban growth with environmental sustainability.</p>
1.4 Well utilised open space and recreational facilities	<p><b>Recreational facilities</b> are maintained to a high standard through consistent maintenance plans, capital works, and regular condition audits.</p> <p><b>Parks, ovals, and bushland areas</b> are also kept to a high standard, ensuring they are well-regarded and valued by the community.</p>



## DIRECTION 2: OUR BUILT ENVIRONMENT

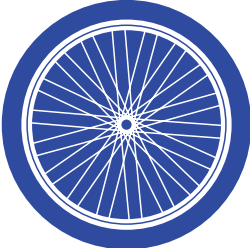


### North Sydney Vision 2040

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


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

Since Council’s first electric sweeper in July 2022,  
**1060**  
hours of pathway sweeping have been completed



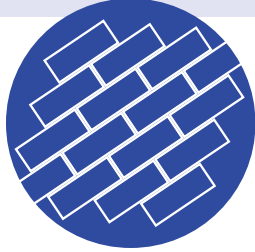
The opening of West St cycleway in July 2023, attracts average 450 bike rides each day

Council has 138.1km of road pavement and was voted in NRMA Rate My Roads survey (2021) as having roads with greatest perceived safety in NSW



During Council term, over \$17,300mil spent on maintenance of Council infrastructure assets

We’ve installed 1,563 metres of kerb and gutter – the same length as over 13 football fields



We’ve paved 22,480 square metres of roads enough to cover three rugby fields

**480**  
bikes repaired at Council’s ‘check-in and tune-up’ service at Northside Markets



## How are we progressing?

Outcome	Key Highlights
2.1 Infrastructure and assets meet diverse community needs	<p><b>Street cleaning targets</b> for FY 23/24 and 24/25 are being met, ensuring a clean and well-maintained environment.</p> <p><b>Footpaths and roads</b> are swept regularly, and <b>public place bins</b> are emptied twice daily for optimal cleanliness.</p>
2.2 Vibrant public domains and villages	<p><b>Greenhouse gas emissions</b> in the North Sydney area are declining, supported by Council programs promoting renewable energy investments, fossil fuel transition rebates, and educational initiatives.</p> <p><b>The community's potable water use</b> decreased by 16%, exceeding the target of a 10% reduction by 2030, thanks to water-efficient technologies and building standards such as BASIX.</p> <p><b>Waste generation has increased</b>, in line with state trends, driven by more residents working from home and local property growth.</p> <p>Council provides <b>general waste and recycling bins</b> in public places, making waste disposal convenient across the community.</p> <p><b>Extensive waste education initiatives</b> are in place, including waste avoidance messages on the Council's website and social media, workshops at the Coal Loader, and distribution of materials such as recycling bin stickers and clean-up calendars.</p> <p>Ongoing efforts to improve <b>resource recovery and alternative waste treatments</b> include the Food Waste Organics collection trial and doorstep recycling through Recyclesmart, along with waste minimisation workshops and repair initiatives at the Coal Loader.</p>
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1.4 Well utilised open space and recreational facilities	<p><b>Recreational facilities</b> are maintained to a high standard through consistent maintenance plans, capital works, and regular condition audits.</p> <p><b>Parks, ovals, and bushland areas</b> are also kept to a high standard, ensuring they are well-regarded and valued by the community.</p>



## DIRECTION 3: OUR INNOVATIVE CITY



### North Sydney Vision 2040

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

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



**Council property portfolio includes three properties which are over 150 years old**

**40  
bike racks &  
40  
bike rings installed  
across LGA**



**2,911,483  
visits to North Sydney  
Council website**





## How are we progressing?

Outcome	Key Highlights
<p>3.1 Our commercial centres are prosperous and vibrant</p>	<p><b>Major Commercial Developments:</b> The completion of significant new commercial buildings at 88 Walker Street (12,500 sqm) and 2-4 Blue Street (16,000 sqm) is adding substantial business space to North Sydney, enhancing its appeal as a thriving business hub.</p> <p><b>Supporting Business Diversity:</b> The expansion of commercial infrastructure creates opportunities for both established and new businesses to flourish, attracting a diverse range of enterprises that enhance the local economy.</p> <p><b>Boosting the Night-Time and Weekend Economy:</b> Efforts are underway to encourage activities and businesses that contribute to a vibrant night-time and weekend economy, making North Sydney a more dynamic place to live and work.</p> <p><b>Strengthening North Sydney's CBD Competitiveness:</b> These developments, alongside other Council initiatives, help strengthen North Sydney's position as a competitive commercial centre, further enhancing its identity and attracting sustainable tourism activity.</p>
<p>3.2 Distinctive sense of place and design excellence</p>	<p><b>Strategic Land Use Planning:</b> Council has actively processed and responded to numerous planning proposals, ensuring alignment with strategic frameworks. Additionally, representations were made to the Sydney North Planning Panel to advocate for applicant-initiated re-zoning reviews, supporting a well-planned and adaptable urban environment.</p> <p><b>Guiding Future Development:</b> Following extensive public consultation, Council adopted the <b>Neutral Bay Village Planning Study</b> in May 2024. This comprehensive framework will guide the future development of Neutral Bay, ensuring that it remains a vibrant and well-designed community space.</p> <p><b>Preserving Heritage:</b> In response to heritage investigations, Council finalised two significant planning proposals, introducing new heritage listings for properties on Parraween Street and Holt Avenue. This highlights Council's commitment to maintaining the area's historic character while promoting thoughtful development.</p> <p><b>Supporting Compliance and Public Domain Enhancements:</b> Council continues to ensure compliance with land use planning and urban design standards, fostering improvements in the public domain, liveability, and accessibility, ensuring that North Sydney remains a thriving, accessible, and attractive place to live.</p>



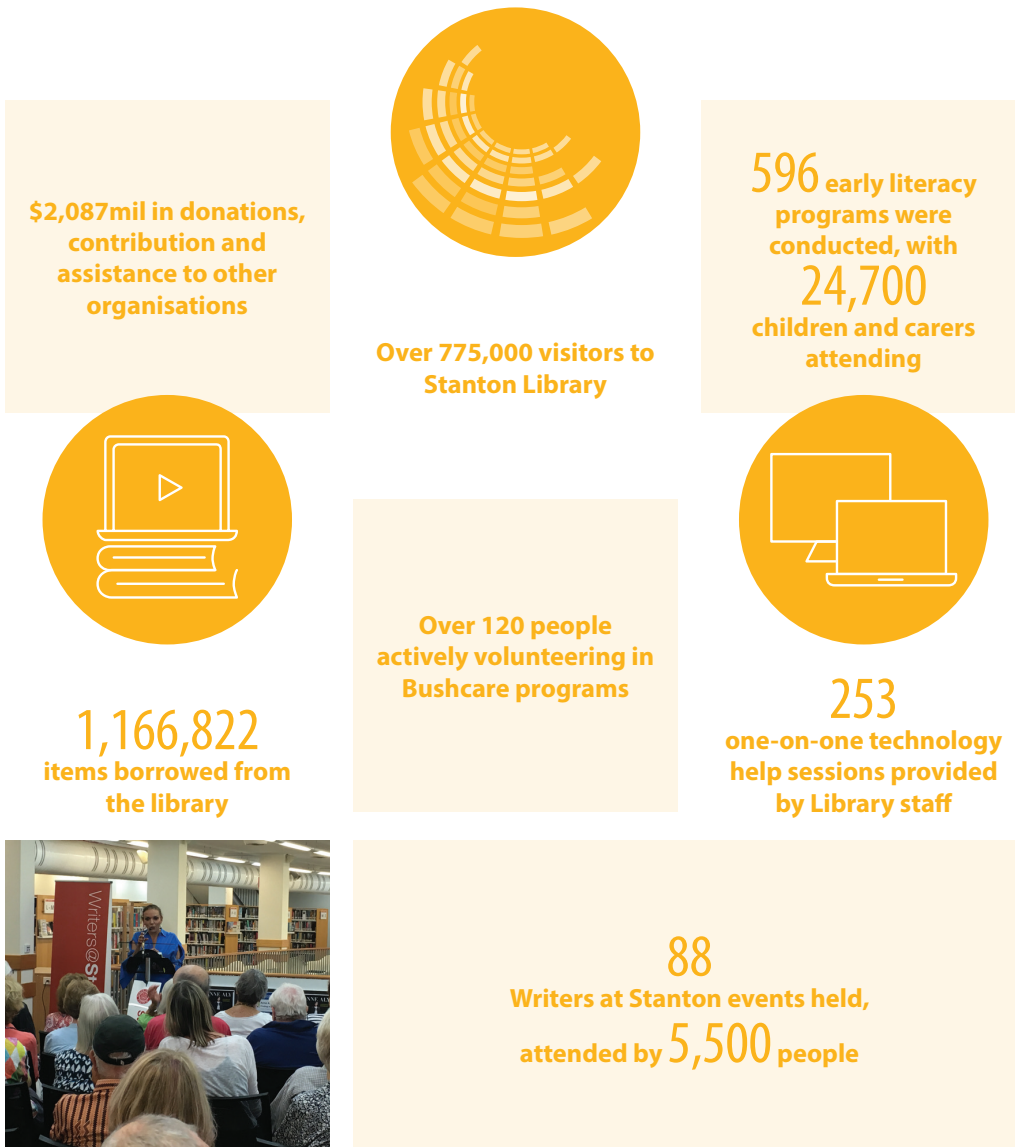
## DIRECTION 4: OUR SOCIAL VITALITY



### North Sydney Vision 2040

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

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



## How are we progressing?

Outcome	Key Highlights
<p>4.1 North Sydney is connected, inclusive, healthy and safe</p>	<p><b>64% of residents</b> agree North Sydney has a strong sense of community.</p> <p><b>Physical activity levels</b> are improving post-COVID, but addressing <b>mental health issues</b> like anxiety and depression remains critical.</p> <p>With <b>5.5% of adults</b> in the area meeting the recommended daily intake of vegetables, work is continuing to address the decline which is linked to the <b>cost-of-living crisis</b>.</p> <p><b>Childcare</b> services are adequate for 3-5 year olds, however work is continuing to address the current shortage of affordable places for <b>0-2 year olds</b> due to financial and housing pressures.</p> <p><b>Volunteering</b> dropped to 16.8% in 2021, however is on the rise again as COVID restrictions have eased.</p>
<p>4.2 A centre for creativity and learning</p>	<p><b>952 programs</b> were run by the library and Council in the 2023/24 period, with <b>30,711 attendees</b> reported to the State Library.</p> <p>The <b>Shorelink 40th Anniversary membership campaign</b> in 2023 helped boost attendance and engagement at the library.</p> <p>Council continues to support and operate <b>48 additional library programs</b>, contributing to community learning and engagement.</p>
<p>4.3 North Sydney's history is preserved and recognised</p>	<p>Council has successfully added <b>new heritage items</b>, including properties on Holt Avenue, Allistair Street, and Parraween Street, ensuring the protection and recognition of North Sydney's historical significance.</p> <p><b>Ongoing Cultural Site Preservation:</b> Identified cultural heritage sites remain safeguarded, maintaining North Sydney's historical integrity and ensuring future generations can appreciate its past.</p> <p>Council continues to promote awareness and understanding of North Sydney's <b>First Nation's heritage</b>, incorporating this rich history into broader cultural and historical narratives.</p> <p>Through the protection, maintenance, and promotion of historical sites, records, and items, Council actively <b>preserves North Sydney's unique history</b>, fostering a deeper sense of place and identity within the community.</p>



## DIRECTION 5: OUR CIVIC LEADERSHIP



### North Sydney Vision 2040

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

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



**148,418**  
calls answered during  
Council term

**Information  
Management team  
registered 80% of all  
emails received within  
24 hours**



**955**  
Formal GIPA applications  
processed

**1700**  
Access to information  
requests processed

**53 Citizenship  
ceremonies held with  
2,294 new citizens**

**Over 100 supplier  
invoices processed daily**



**318**  
community consultations  
completed

**155,209**  
visits to YourSay North  
Sydney website





## How are we progressing?

Outcome	Key Highlights
<p>5.1 Lead North Sydney's strategic direction</p>	<p><b>92% of residents</b> were satisfied with Council's strategic direction in 2023, which is <b>3% higher</b> than comparable Councils.</p> <p>This satisfaction rate is <b>37% above</b> the target of &gt;55% and represents an <b>18% improvement</b> from the 2020 result.</p> <p><b>49% of businesses</b> expressed satisfaction with the Council's strategic direction.</p> <p>Council is focused on continuing to improve its engagement with businesses while maintaining strong resident satisfaction.</p>
<p>5.2 Strong civic leadership and customer focussed services</p>	<p>Resident satisfaction in 2023 is consistent with 2020 levels.</p> <p><b>87% Customer service satisfaction</b> for residents, measured for the first time in 2023, exceeded expectations by <b>23% above the target</b> of 64%.</p> <p><b>83% Customer service satisfaction</b> for businesses in 2023 was also high, <b>28% above the target</b> of 55%.</p>
<p>5.3 Community is engaged in what Council does</p>	<p>84% of residents were satisfied with Council communications in 2023, a 52% improvement from 2020.</p> <p><b>65% of businesses</b> were satisfied with Council communications, with communication improvements identified as a priority.</p> <p><b>96% of residents</b> were satisfied with Council's community engagement process, well above target.</p> <p><b>67% of businesses</b> were satisfied with community engagement, <b>25% above the target</b>, with businesses calling for more face-to-face consultations.</p> <p><b>45% of residents</b> are aware of the Precinct System, with awareness highest among ratepayers, long-term residents, and older residents, compared to renters and younger residents.</p>
<p>5.4 Council services are efficient and easy to access</p>	<p>The development of <b>Council's IT strategy</b> has commenced and is on track for completion in late 2024. This strategy will enhance digital services and improve access for residents.</p> <p><b>Modernised Network Infrastructure:</b> A modern network switch has been successfully implemented, featuring upgraded core and edge switches, managed through a centralised platform. This enhances the efficiency and reliability of Council services.</p> <p><b>Value for Money through Strategic Procurement:</b> Council maximises its buying power to ensure value for money while supporting the local economy. By leveraging Local Government Procurement (LGP), Procurement Australia, NSW State Contracts, and NSW State Schemes, Council delivers cost-effective services.</p> <p><b>Automation of Payroll for Efficiency:</b> Council continues to streamline its operations with automated payroll processes, enhancing overall productivity and improving service efficiency for both staff and residents.</p>

# NEXT STEPS

## STRATEGY DEVELOPMENT

The State of North Sydney Report will be incorporated into the 2023/4 Annual Report, in accordance with statutory requirements.

Following the Local Government elections in September 2024, the new Council will review the Community Strategic Plan in consultation with community stakeholders. This report will identify key focus areas and resource priorities for the Plan's revision. At the start of the Council term, new targets will be set, and the updated Community Strategic Plan will outline how Council will collaborate with various organisations, governments, and the private sector to achieve its goals.

The revised Community Strategic Plan 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.

Council's Strategic Framework, currently under development, aims to address community needs through extensive engagement. An engagement program conducted in May-June 2024 has led to the creation of eight Informing Strategies to align services and projects with community priorities.

During November-December 2024, Council will seek further community input by asking residents to vote on the identified priorities. This phase will help pinpoint on the most important initiatives according to the community, which will be detailed in the revised Community Strategic Plan. A draft of this Plan will be made available for public feedback to ensure transparency and continued community involvement.

The final Community Strategic Plan, along with the 2025-30 Delivery Program and the 2025-26 Operational Plan, will outline the implementation of strategic initiatives for North Sydney's future. These plans will begin on 1 July 2025.

## COUNCIL'S CONTINUOUS IMPROVEMENT FRAMEWORK

The introduction of a continuous improvement framework, including a service review framework and process mapping, is an important initiative for North Sydney Council. It addresses the need for a structured and systematic approach to evaluating services and process improvement, which has not been fully realised until recently.

By building a culture of continuous improvement and ensuring that North Sydney Council's current services remain responsive to the needs of the community, we can improve efficiency, effectiveness and overall performance. This will ultimately lead to better outcomes for the community and a more sustainable future for NSC.

Since early 2024, North Sydney Council has been working to document, map and manage its processes through a web-based application. The platform provides a centralised spot where all teams can capture their procedures and workflows and collaborate to improve processes efficiencies. To date, more than 80 staff have been trained and NSC is on track to have its critical processes captured by the end of 2024.

North Sydney Council is also conducting a Service Review pilot to test and refine its service review framework before its formal adoption in June 2025. Key learnings from the pilot will be incorporated into the Service Review Framework as part of North Sydney Council's commitment to improving the quality of services and ensuring resources are used more effectively now and into the future.

## OUR CULTURE

During 2023, North Sydney Council undertook a review of our organisational structure to enhance leadership capacity and streamline decision-making, while also fostering greater innovation, collaboration, and communication. As part of our broader cultural transformation for 2024 and beyond, we are prioritising staff engagement, investing in learning and development, and improving systems and processes. These initiatives are designed to empower our workforce to deliver exceptional services to the community, supporting the achievement of our Community Strategic Plan goals and enhancing the overall quality of life for residents.

# FUTURE CHALLENGES

## POPULATION GROWTH

North Sydney faces significant challenges due to projected population growth and an increasing proportion of older residents. As the population expands, demand for housing, public services, and infrastructure will intensify, necessitating careful planning and resource allocation. The aging population, in particular, will require enhanced healthcare, accessible facilities, and age-friendly public spaces. Strategic planning is crucial to address these demographic changes while maintaining quality of life.

Population growth, including residents, workers, students, and visitors, will put added pressure on infrastructure and open spaces. To manage this, new housing should be concentrated in existing centres and along key transport routes to optimise the use of current and future infrastructure. While the population is aging, the 'young workforce' and 'parents and homebuilders' (aged 25-49) still make up half of the population, and the number of lone-person and childless couple households is expected to rise by 2036. North Sydney also supports over 19,000 primary and secondary school students, many of whom travel from outside the area, alongside a major university campus with 5,500 students.

## INTEGRATED TRANSPORT

Traffic congestion remains a significant concern for the Council, particularly with the ongoing Warringah Freeway upgrade, which is expected to significantly alter traffic patterns. While the upgrade aims to improve connectivity and reduce travel times, it may also increase traffic volumes in surrounding areas, potentially worsening congestion on local roads. Additionally, the NSW Government's housing reforms, aimed at increasing housing supply, could lead to higher population density, further straining the transport network. Council must closely monitor these changes and implement traffic management strategies to mitigate negative impacts, ensuring the network remains efficient and accessible for residents and commuters.

## OPEN SPACE

The North Sydney Local Government Area (LGA) stands as one of the most densely populated in New South Wales, with over 7,000 people per hectare. Despite this high population density, the LGA has one of the lowest ratios of recreational space per person across metropolitan Sydney, and the lowest within the North Sydney Region of Councils, with just 0.15 hectares per person. This shortage of recreational space is likely to be further strained by upcoming developments, including the proposed Crows Nest Transport Oriented Development, Low to Medium Rise housing, and other planning initiatives by the NSW State Government.

## TECHNOLOGY

Council's current technology systems are outdated and fragmented, creating significant challenges in delivering efficient services to the community. These systems are not integrated, leading to duplication of data, and in some cases, inaccurate or outdated information. This lack of cohesion hampers Council's ability to streamline processes, share information effectively across departments, and respond promptly to community needs. The outdated systems make North Sydney Council less productive when compared to other Councils in NSW.

The limitations in reporting capabilities make it difficult to use datasets for efficient and effective decision-making and reporting. Without modern, integrated systems, Council struggles to provide the seamless online services the community expects and to make data-driven decisions that could improve service delivery and overall outcomes. Addressing these technology issues is crucial to improving operational efficiency and enhancing the quality of services for residents, businesses, and visitors.

## ASSET MANAGEMENT

Effective asset management is essential for financial sustainability, community satisfaction, and reducing risks. Council currently manages 15 asset class plans, which have varied in focus and funding over the years, primarily concentrating on asset renewals. To improve consistency and efficiency, asset management functions were centralised through organisational realignment. Looking ahead, Council plans to consolidate these 15 plans into six, covering both new and existing assets, to better support long-term goals. This consolidation will also allow for more frequent reporting and analysis, aligning asset management with financial reporting, where securing ongoing funding is crucial for maintaining asset performance.

## FINANCIAL SUSTAINABILITY

As of 30 June 2024, Council's financial position, while considered a going concern, presents immediate challenges.

A financially sustainable Council is one that can maintain service levels, and renew infrastructure as and when it falls due, ensuring a strong foundation for future generations. A Council with a strong financial position is one that is both sustainable and has the capacity to withstand financial shocks.

The elected Council was alerted to financial concerns regarding the North Sydney Olympic Pool (NSOP) project in October 2022. Shortly thereafter, Mayor Zoe Baker called for an independent review of the project to inform actions moving forward. Unfortunately, many of the findings within the report related to decisions made in the initial planning and decision-making process, leaving high level risks realised and unable to be fully mitigated. The escalating costs associated with this project will continue to exert pressure on the Council's finances, leading to further reductions in cash reserves, increased borrowing, and a decline in infrastructure renewals. These additional capital expenditures will have lasting impacts on future operational and renewal costs.

For many years, North Sydney Council successfully diversified its income through other means such as parking revenue and advertising, which supplemented relatively low rates. However, the financial impact of the 2020 pandemic, coupled with societal shifts and Council's sustainability initiatives, has significantly reduced these revenue streams. As a result, Council's 2024/25 annual revenue is estimated to be \$8.2 million lower, adjusted for inflation than it would have been if the pandemic did not occur. This ongoing reduction in income has had a considerable effect on Council's reserves, limiting its ability to fund critical asset renewals.

Currently, internal reserves for infrastructure (excluding NSOP) total \$11.1 million, while there is an estimated renewal backlog of \$146 million. Although the Council successfully navigated the financial challenges posed by the COVID-19 pandemic in 2020, that resilience is no longer present.

Over the coming year, strong financial management will be essential, and the Council will need to make critical decisions to improve its financial position and meet the community's needs and expectations.

## DATA SOURCES

Australian Bureau of Statistics - [Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au)

Australian Institute of Health and Welfare - [Stocktake data: 30 June 2023 - AIHW Gen \(gen-agedcaredata.gov.au\)](https://gen-agedcaredata.gov.au)

GoGet Membership Report - [GoGet Carshare | Australia's Leading Car Rental Network](https://www.goget.com.au)

Knight Frank North Shore Office Market Report - [KFA\\_North Shore Office Report\\_H1 2024 \(knightfrank.com\)](https://www.knightfrank.com)

North Sydney Customer Satisfaction Survey 2023 - [Customer Satisfaction Survey results – North Sydney Council \(nsw.gov.au\)](https://www.nsw.gov.au)

North Sydney Council Community Profile - [Home | North Sydney Council | Community profile \(id.com.au\)](https://www.id.com.au)

North Sydney Council Database

North Sydney Integrated Transport Discussion Paper 2024 - [North Sydney Integrated Transport Discussion Paper 2024 \(ehq-production-australia.s3.ap-southeast-2.amazonaws.com\)](https://www.ehq-production-australia.s3.ap-southeast-2.amazonaws.com)

NSW Bureau of Crime Statistics and Research - [BOCSAR homepage \(nsw.gov.au\)](https://www.nsw.gov.au)

NSW Health - [HealthStats NSW](https://www.healthstats.nsw.gov.au)

Resilient Sydney Data - [City of Sydney - a resilient city - City of Sydney \(nsw.gov.au\)](https://www.nsw.gov.au)

Stanton Library Management System



## TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

## CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

## HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सडिनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषया के लिए अनुरोध करें। यह एक नः शुल्क सेवा है।

## JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス (TIS) にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつなぐように伝えてください。当サービスは無料です。

## PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

## SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02) 9936 8100. Este es un servicio gratuito

## KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100 번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.

The State of North Sydney Report has been prepared in-house in accordance with legislative requirements. 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.

For further information contact Council's Corporate Planning Coordinator.

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Website [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)



