

10.3. Q2 Review of the Delivery Program/Operational Plan 2024/25

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ATTACHMENTS	1. Q 2 Review of the Delivery Program Operational Plan 2024 25 [10.3.1 - 31 pages]
CSP LINK	5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction 5.2 Strong civic leadership and customer focussed services

PURPOSE:

This Quarterly Review presents a progress update against the Delivery Program/Operational Plan 2024/25 for the second quarter (Q2), 1 October to 31 December 2024; and includes project status (traffic lights) and the corporate scorecard.

EXECUTIVE SUMMARY:

- The Operational Plan 2024/25 (Year 3 of the Delivery Program 2022-2026) was adopted by Council on 24 June 2024 and commenced on 1 July 2024.
- In Q2 2024/25, 192 projects were scheduled to commence, or continue. Of these,
 - 1 was completed (blue status)
 - 160 were on track (green status)
 - 28 were delayed (amber status)
 - 3 were not progressing (red status)
 - no projects were discontinued.

RECOMMENDATION:

1. **THAT** the Quarterly Review (October-December 2024) of the Operational Plan be received.
2. **THAT** Council notes the remedial action for the projects that were not on track for the period ending 31 December 2024.

Background

The Delivery Program/Operational Plan 2024/25 commenced 1 July 2024. The Plan includes projects and services, as well as a corporate scorecard. Council reports progress on a quarterly basis, as follows:

- Q1 to Q4 reviews include projects status only, using traffic light indicators; and
- Q2 and Q4 reviews also include biannual progress against the corporate scorecard.

Report

The Q2 Review presents the status of projects by Division for the period 1 October to 31 December 2024.

Of the 192 projects scheduled to continue or commence in Q2 2024/25:

- 84% (161) of projects were completed/on track (blue and green status); and
- 16% (31) of projects are delayed / not progressed (red and amber status).

The following table provides a Q2 2024/25 status summary by Division.

DIVISION	PROJECT STATUS				
	Completed	On Track	Delayed	Not Progressing	Unfunded/ Discontinued
Corporate Services	0	66	6	0	0
Office of CEO	0	10	2	0	0
Open Space & Infrastructure	0	38	9	3	0
Planning & Environment	1	46	11	0	0
Total	1	160	28	3	0

Consultation requirements

Community engagement is not required.

Financial/Resource Implications

Financial performance information is reported separately within the Quarterly Budget Review Statement (QBRs).

Legislation

This report fulfills the requirements of the Integrated Planning and Reporting (IP&R) framework by providing a quarterly overview of our Delivery Program/Operational Plan 2024/25. This in accordance with the Essential Elements within the OLG's mandatory IP&R Handbook (2021).

OPERATIONAL PLAN QUARTERLY REVIEW



October 2024 - December 2024
PART OF THE DELIVERY PROGRAM 2022-2026



1. Council's Integrated Planning and Reporting Framework

1.1 Community Strategic Plan

The *North Sydney Community Strategic Plan* is Council's most important strategic document, used to guide its planning and decision making. The Community Strategic Plan commenced on 1 July 2022.

Council is the key driver of the Community Strategic Plan; its implementation is the shared responsibility of all community stakeholders. Council works with government agencies, non-government organisations, community groups and individuals in delivering these outcomes.

Council reports on progress against the Community Strategic Plan in the State of the City Report, presented at the first meeting of the incoming Council and on the website.

1.2 Delivery Program

The *Delivery Program 2022-2026* was prepared in accordance with Section 404 of the *Local Government Act 1993*. It covers the period 1 July 2022 to 30 June 2026.

The Delivery Program outlines the actions (projects and services and the supporting budget/financial estimates) that Council will undertake during its electoral term to deliver the long-term strategies and outcomes of the Community Strategic Plan. Each project and service are linked to a quadruple bottom line (QBL) - social, environmental, economic or governance pillar.

The plan's hierarchy includes five 'Strategic Directions' detailing the strategies and outcomes that will be implemented to achieve the community's future aspirations. The plan is structured by Direction (i.e. strategic view). The Directions are:

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

1.3 Operational Plan

The *Operational Plan 2024/25* (Year 3 of the *Delivery Program 2022-2026*) commenced on 1 July 2024.

The projects and services listed in the Operational Plan are in the Delivery Program. The Operational Plan is structured by Division (i.e. operational view).

The following diagram illustrates the relationship between the levels of Council's IPR Framework.



2. Quarterly Review

Section 404(5) of the *Local Government Act 1993* requires every NSW council to report on progress against its Delivery Program at least biannually.

The Q2 and Q4 reports include corporate performance measures/KPIs to adhere to biannual Delivery Program reporting requirements.

2.1 Measuring Our Progress

This report outlines Council's project statuses for the period of 1 October to 31 December 2024.

All projects and services in this report are categorised by Division (operational view).

- Corporate Services
- Office of the CEO
- Open Space and Infrastructure
- Planning and Environment

Each project is given a traffic light rating based on the achievement of deliverables in Q2 2024/25.

- Complete. Project is finished and requires no further action.
- On Track. Project on track for quarter.
- Delayed but can get back on track.
- Not progressing. Project has not progressed.
- Unfunded/Discontinued. Project has been discontinued or defunded.

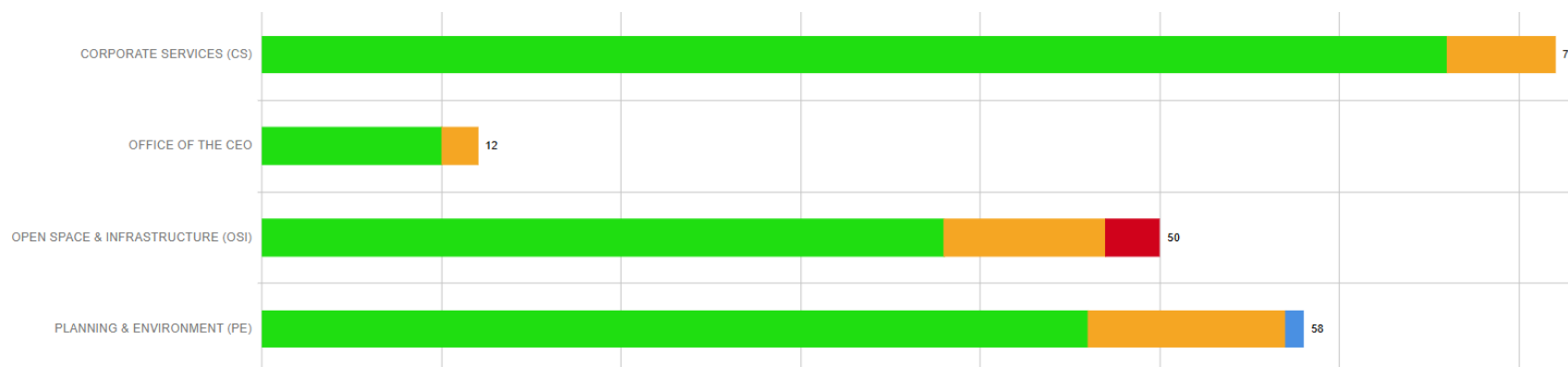
2.2 Project Status by Division

Of the 192 total projects scheduled, 1 (0.5%) project is completed (blue), 160 (83%) projects are on track (green), 28 (15%) are delayed (amber), 3 (1.5%) projects are not progressing (red), and nil are unfunded/discontinued (black).

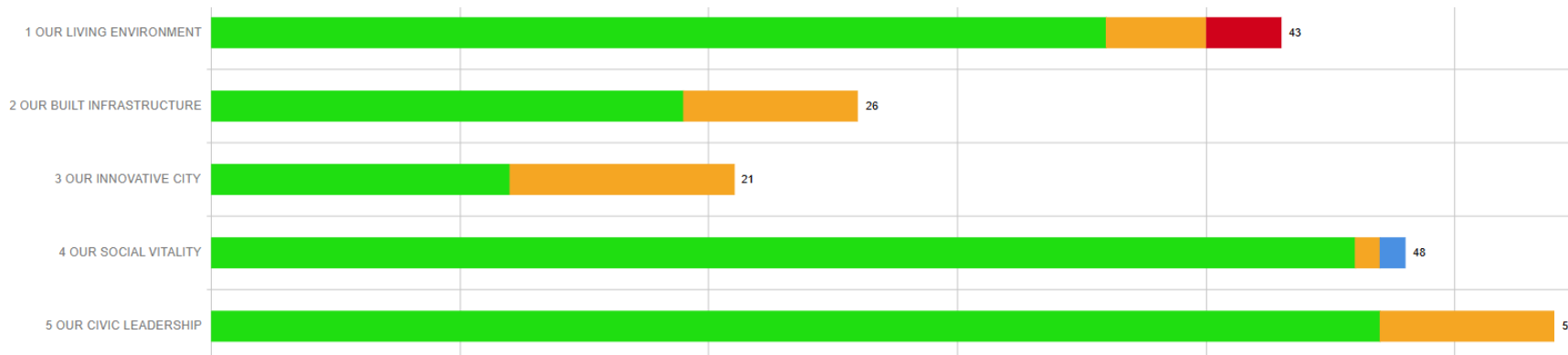
See the table below for a breakdown by Division.

Division	Project Status				
	Completed (Blue)	On Track (Green)	Delayed (Orange)	Not Progressing (Red)	Unfunded/Discontinued (Black)
Corporate Services	0	66	6	0	0
Office of the CEO	0	10	2	0	0
Open Space & Infrastructure	0	38	9	3	0
Planning & Environment	1	46	11	0	0
TOTAL	1	160	28	3	0

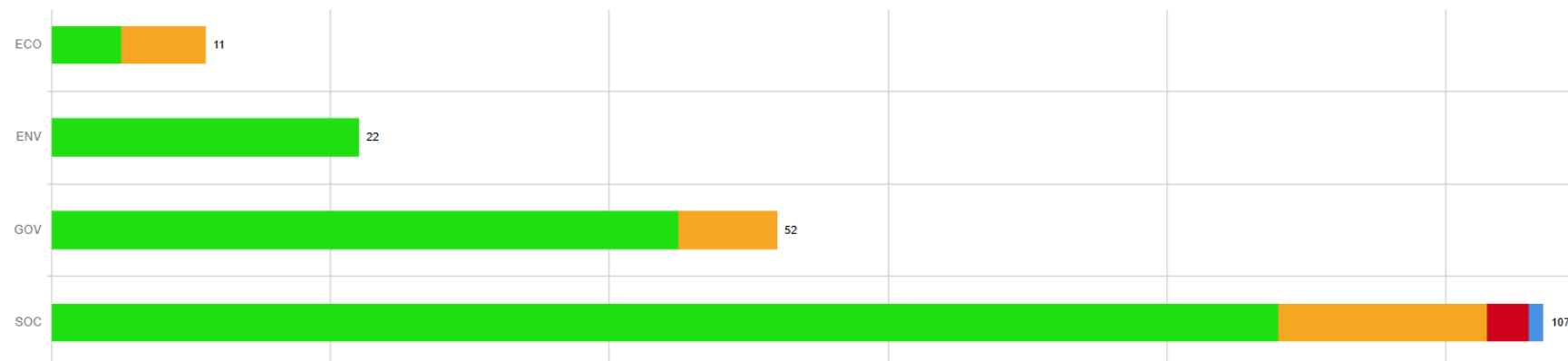
2.2.1 Project Status by Division (operational view)



2.2.1 Project Status by Strategic Direction (strategic view)



2.2.1 Project Status by QBL Link (quadruple bottom line)



■ Completed
 ■ On Track
 ■ Delayed
 ■ Not Progressing
 ■ Discontinued

Performance Summary Q1 & Q2 2024/25

Business / Operations

Key Performance Indicator	Actual	Benchmark	Status	Commentary
Deliverables Progress (%)	85%	≥90%	●	This is a slight decrease from the previous reporting period of 86%. This reporting period includes 86% completed or on track in Q1 and 84% in Q2.
Unplanned downtime critical systems (<%)	1%	<5%	●	Five outages were experienced during this period. The issues recorded were a mix of infrastructure outages and critical apps outages.

Customers / Stakeholders

Key Performance Indicator	Actual	Benchmark	Status	Commentary
Calls Answered in <60 seconds (%)	73.1%	≥75%	●	The result was impacted by increased staff turnover and unplanned leave.

Workforce

Key Performance Indicator	Actual	Benchmark	Status	Commentary
Staff Turnover (%)	9%	<15%	●	During this period, a total of 44 employees left the organisation. This includes 4 who reached the end of their contracts, 3 redundancies and 2 retirements. The departures spanned various departments, with approximately 58% of the roles being indoor positions and 42% outdoor positions.
Unplanned Absence Rate (%)	11%	<4.5%	●	While trending down with the rate of 11%, below last quarter's rate of 13%, this indicator is not meeting the target benchmark. Council is reviewing this to identify the causes and how this may be improved. Criteria taken into account for this figure includes sick leave, carers leave and leave without pay.
Annual Leave Liability (%)	10%	<15%	●	This is unchanged from the last reporting period. Work continues to address annual leave liability, ensuring compliance with leave policies and promoting staff wellbeing.
Workplace Health and Safety Injuries (#)	47	<22	●	Council recorded 47 incidents, including 13 vehicle incidents, 7 medical, 15 first aid and 12 others. There is a significant increase in incidents related to vehicle usage. Council is reviewing this to identify the root cause and how mitigations might be put in place.
Lost Time Injury (LTI) Frequency Rate (#) (LTI/total staff x 100)	15	<13.2	●	Approx 1360 hours lost (5 lost time injuries), resulting in a slight increase from 13.2 previous reporting period. This increase has been a result of longer- term period of lost time, with a case reaching 6 months.
Workers Compensation Claims (#)	11	<12	●	11 new claims were lodged during this period, a reduction on the last reporting period of 13. Of these 11 new claims 5 have closed within an average of 3 months from the date of incident reporting. Of the remaining 6 we have 2 claims that have been accepted of liability whilst the remaining 4 are provisional.

Financial

Key Performance Indicator	Actual	Benchmark	Status	Commentary
Actual vs Budgeted Expenses (%)	90%	≥90%	●	Expenditure is in line with the latest quarterly review budget.
Capital Expenditure to Original Budget (%)	85%	≥90%	●	The actuals are less than the original budget due to a delay and deferral of capital projects to improve Council's liquidity.
Staff YTD Costs to Original Budget (%)	87%	≥90%	●	Staff costs are below budget due to holding of vacancies to improve Council's liquidity.

CORPORATE SERVICES

Project No.	Project Name	QBL Link	Start Date	Due Date	Period Comments	Status
Arts, Library and Events						
3.1.4.03	Implement the North Sydney CBD marketing campaign through targeted events, activations and communications	SOC	1/07/2022	30/06/2026	The North Sydney CBD lunchtime event series has been planned and confirmed for 2025, to be rolled out monthly and strengthened by a marketing campaign and communications.	●
4.1.1.16	Promote health and wellbeing activities through arts programs	SOC	1/07/2022	30/06/2026	During Q2 the team continued to roll-out Creating Wellbeing. This free monthly community arts program provides a supportive and inclusive environment where people can explore their creativity, connect and unwind.	●
4.1.1.19	Provide activities and resources to support wellbeing, mental health and community connection	SOC	1/07/2022	30/06/2026	Cognitive brain training, Sleep and Memory talks and Cryptic Crossword workshops held for Mental Health Month, attended by over 250 people. Relationships Australia social workers on site to support HSC students.	●
4.1.1.21	Implement targeted promotional and marketing campaigns to increase awareness and engagement with library services	SOC	1/07/2022	30/06/2026	eNews subscribers grew by 6.6% in Q2, a 29% increase year on year. New Young Writers Award branding is finalised. Marketing highlights include the Adult Summer Reading Guide and Kids' Summer Reading Challenge.	●
4.1.1.22	Develop services, resources and activities that acknowledge and support cultural diversity in the community	SOC	1/07/2022	30/06/2026	A Diwali Scavenger Hunt activity ran through October with fun facts to find and a rangoli craft pack and activity booklet provided to each participant.	●
4.1.1.23	Implement initiatives that promote the library as a welcoming, diverse and inclusive space	SOC	1/07/2022	30/06/2026	The Library wayfinding and signage project continues, with tender documentation finalised and ready to be issued as an RFQ.	●
4.1.1.24	Increase the diversity of Stanton Library's collection	SOC	1/07/2022	30/06/2026	Library work placement students were trained to undertake practical assessment of non-fiction collections to improve the diversity of the collection.	●
4.2.1.01	Identify and apply for grants funding for community arts and cultural sector projects	SOC	1/07/2022	30/06/2026	During Q2 the team applied for 'Cultural Access – Priority Area Projects for Individuals and Organisations' funding via Create NSW.	●

4.2.1.03	Implement the Public Arts Masterplan	SOC	1/07/2022	30/06/2026	The Arts and Culture team consult on public art applications and continue to review of resourcing and budget for implementation of the Masterplan.	●
4.2.1.04	Implement the Arts and Cultural Strategic Plan	SOC	1/07/2022	30/06/2026	During Q2 the team continued to coordinate Council's artist studio programs, sculpture plinth, in transit art space, and artist development programs. Major first nations exhibition 'Keep the fires burning' delivered at the Coal Loader.	●
4.2.2.01	Support local weekend markets	SOC	1/07/2022	30/06/2026	Coal Loader Christmas artisans market delivered in December 2024, as well as support and advice provided to organisers of local markets and major events including Crows Nest Street Fair, Kirribilli Markets and Northside Produce Market.	●
4.2.2.02	Develop public programs and activities to support cultural celebrations and festivals in the community	SOC	1/07/2022	30/06/2026	Support provided to organisers of Diwali event in Bradfield Park, as well as three 3rd Party Christmas events. New Years Eve celebrations successfully managed at multiple high profile sites throughout the LGA.	●
4.2.3.01	Provide training and equipment to build digital literacy skills in the community	SOC	1/07/2022	30/06/2026	33 one on one tech help sessions delivered to support digital literacy. Recruitment held for additional Tech 1:1 volunteers. 2 digital drop-in sessions held with NDIS Connection Desk and Services Australia.	●
4.2.3.02	Improve customer access to the libraries online services	SOC	1/07/2022	30/06/2026	Digital magazines promoted with QR codes on shelves. Library app enhanced with Apple Wallet card integration. App sessions (23,450) now exceed website visits (22,486). eLoans are on track for a 7.5% quarterly increase.	●
4.2.3.03	Increase access to library services for all members of the community	SOC	1/07/2022	30/06/2026	Library staff hosted a stall in the Children's zone at the North Sydney Festival where information on library membership and services was provided to visitors. Men's chat group established with 4 attendees at initial meeting.	●
4.2.3.04	Provide programs to support literacy, writing and literary engagement across all ages	SOC	1/07/2022	30/06/2026	Several author events held for children including Grandparents Day with Kate Mildenhall; Real Pigeons Show with Andrew Macdonald and Ben Woods, and Penguin Party event with Ursula Dubosarsky and Chris Neilsen.	●

4.2.3.05	Develop a reader's advisory program	SOC	1/07/2022	30/06/2026	Summer Reading Guide delivered in both print and digital formats, curated towards interest areas in the community and based on circulation and request data.	●
4.2.3.06	Support educational outcomes and encourage reading by developing relationships with local schools and teachers	SOC	1/07/2022	30/06/2026	14 school and preschool visits were conducted to promote Summer Reading Programs and children's membership, reaching 1400 kids and building connections with teaching and library staff.	●
4.2.3.07	Review collections based on consultation and statistical data	SOC	1/07/2022	30/06/2026	Popularity of eResource platform Borrowbox continues to grow with year on year increases of 14% in loans and 13% in registered users. eNewspapers had 9028 loans in November, a significant increase from 949 loans when introduced in January 2024.	●
4.2.3.08	Implement the Stanton Library Masterplan	SOC	1/07/2022	30/06/2026	Quotes received for new shelving and seating in the children's picture book and activity area, pending remediation work to external walls in that area.	●
4.2.3.09	Review the Stanton Library Masterplan	SOC	1/07/2024	30/06/2026	Due to start in 2025 in line with new Community Strategic Plan.	●
4.3.1.01	Conduct public programs which increase awareness of local history and heritage	SOC	1/07/2022	30/06/2026	Launched new exhibition 'Carpe Diem: 150 years of Greenwood School' utilising Old Lions archive material, led Don Bank guided tour for Lane Cove seniors' group and held discussions with stakeholders for Seniors Festival 2025.	●
4.3.1.02	Establish a specialist local history research and enquiry service	SOC	1/07/2022	30/06/2026	Considerable interest from researchers for recently digitised May Gibbs albums and material scanned and supplied to Nutcote for forthcoming anniversary. Additions to community archives include radio and TV pioneer Ted Huckell and North Sydney Council Precincts.	●
4.3.1.03	Investigate a consolidated digital asset management system for heritage items	SOC	1/07/2022	30/06/2026	An eHive community of North Sydney Museums and Collections has been established with Mary MacKillop Place Museum, showcasing the combined collections of local institutions as a rich public resource. Invitations also been sent to Marist College and ACU.	●

4.3.2.01	Manage Don Bank Museum, Sextons Cottage Museum and St Thomas' Rest Park	SOC	1/07/2022	30/06/2026	Achievements and significant milestones of museum and library volunteers celebrated at Christmas party and acknowledged on social media for International Volunteer Day. Two monuments at St Thomas' Rest Park cleaned with lead lettering restored.	●
4.3.2.02	Provide interpretive information on signs and plaques at historical sites	SOC	1/07/2022	30/06/2026	Signage for Quarantine Station drafted at request of Capital Projects staff. Discussions have begun with Ventia regarding heritage interpretation for Sydney Harbour Tunnel.	●
5.3.1.04	Review the Events Strategy	GOV	1/07/2022	30/06/2024	Review of an Events Strategy is delayed, pending delivery of Council's new informing strategies in 2025.	●
5.3.1.05	Implement the Events Strategy	SOC	1/07/2022	30/06/2026	A significant success in Q2 was delivery of the inaugural North Sydney Festival in October. Support also provided for high profile 3rd party events 7 Bridges Walk, Mary's House charity walk and the Bondi to Manly walk.	●
Corporate Governance						
5.1.1.01	Participate in regional partnerships through the NSROC	GOV	1/07/2022	30/06/2026	Participation with NSROC including partnering in advocacy and submissions made during the year.	●
5.1.1.02	Develop and maintain links with government agencies and local members of state and federal parliament	GOV	1/07/2022	30/06/2026	Communication with State and Federal Governments ongoing, particularly in line with State Major projects such as the Warringah Freeway Upgrade and Bradfield Park Cycleway.	●
5.1.1.03	Explore and/or initiate partnerships when opportunities and funding present themselves	GOV	1/07/2022	30/06/2026	Work continues to seek funding in these areas as evidenced by the financial grant revenue for the period.	●
5.1.1.04	Following election, encourage participation of Councillors in relevant external committees as required	GOV	1/10/2024	30/06/2025	Councillors appointed to external committees and industry groups.	●
5.1.2.02	Prepare progress reports against implementation of the Delivery Program/Operational Plan	GOV	1/07/2022	30/06/2026	Council adopted the Q1 2024/25 Delivery Program/Operational Plan review on 9 December 2024.	●
5.1.2.04	Prepare the annual Operational Plan	GOV	1/10/2024	30/06/2025	Eight draft Informing Strategies were exhibited (27 Nov 2024-10 Feb 2025) to shape the 2025-35 Community Strategic Plan. Community input is guiding the CSP, Delivery Program and annual Operational Plan, with preparations and engagement well underway.	●

5.1.2.07	Plan for the next review of the Community Strategic Plan	GOV	1/07/2023	30/06/2025	Eight draft Informing Strategies were exhibited (27 Nov 2024-10 Feb 2025) to guide the 2025-35 Community Strategic Plan. Community consultation has informed these strategies, with preparation for the new CSP and Delivery Program in progress.	●
5.1.3.01	Advocate for changes as appropriate to advance local government in NSW, via submissions	GOV	1/07/2022	30/06/2026	Submission to Office of Local Government for "Councillor conduct and meeting practices discussion paper" made in November 2024.	●
5.1.3.02	Work with NSROC to promote Council's position on matters of common interest	GOV	1/07/2022	30/06/2026	Partnership with NSROC continues with joint advocacy and submissions.	●
5.2.2.01	Deliver Councillor Professional Development Program	GOV	1/07/2022	30/06/2026	This action will be addressed in future reporting periods after the induction of Councillors has been completed.	●
5.2.2.04	Publish the annual disclosure of interest returns of Councillors and designated persons	GOV	1/07/2022	30/06/2026	Reported to Council in October 2024. Returns to be published in Q3.	●
5.2.2.06	Implement the Code of Conduct	GOV	1/07/2022	30/06/2026	Councillors have received Code of Conduct training, and the principles of the Code of Conduct are consistently promoted to Councillors.	●
5.2.3.04	Review Council's Committee and Reference Group meeting structure and charters in line with the Community Strategic Plan	GOV	1/07/2024	30/06/2025	This action will be addressed in future reporting periods after adoption of the draft Informing Strategies by Council.	●
5.2.3.06	Review Delegations of Authority	GOV	1/07/2023	30/06/2024	Delegations from Council to CEO and Mayor endorsed Council meeting of 28 October 2024. CEO Delegations to staff are expected to be endorsed prior to 31 March 2025.	●
5.2.3.07	Implement an Audit, Risk and Improvement Committee Charter and Structure compliant with and in accordance with OLG Guidelines	GOV	1/07/2022	30/06/2026	ARIC Terms of Reference endorsed by the Committee in November 2024.	●
5.2.3.16	Review the Corporate Policy Manual	GOV	1/07/2024	30/06/2025	Policies on track to be reviewed across 2025.	●
Financial Services						
2.1.1.06	Identify commercial opportunities on Council's land and building assets	ECO	1/07/2022	30/06/2026	This is ongoing. The Commercial Property Specialist is working closely to minimise the vacancy rates of the Council's commercial properties and ensure optimal occupancy of the commercial property portfolio.	●

2.1.1.07	Undertake property renewal projects	SOC	1/07/2022	30/06/2026	Council has identified the properties requiring renewal. Budget is yet to be allocated to undertake these works. Further updates will be provided once the budget is allocated.	●
5.1.4.03	Undertake quarterly budget reviews to monitor financial performance	GOV	1/07/2023	30/06/2026	The September 2024 quarterly budget review was adopted by Council 25 Nov 2024. December 2024 review will be tabled on 24th of February 2025 meeting.	●
5.1.4.04	Implement the Payroll, Attendance and Leave Management Report recommendations	GOV	1/07/2022	30/06/2024	Council has commenced an engagement to strategically review its IT systems to recommend a target state solution and implementation roadmap. This will be considered as part of the strategic review.	●
5.1.4.07	Update Capital Value Register (CVR) linking Council's Asset Register	GOV	1/01/2024	30/06/2026	On track to be completed in the new Financial Year.	●
5.4.3.06	Use Council's buying power and partner with other councils to achieve best value for goods and services	GOV	1/07/2022	30/06/2026	Council is part of a Procurement group that includes other nearby councils. Initiatives discussed combining efforts to leverage buying power. We continue to use government contracts where available.	●
5.4.3.07	Deliver corporate wide procurement and tendering training	GOV	1/07/2023	30/06/2025	Training is provided to all new staff who have financial delegation regarding how to achieve best value for Council. Awareness and training sessions are run for other staff.	●
Information Technology						
5.4.1.04	Modernise Council's customer engagement architecture (CRM and Customer Portal)	GOV	1/07/2022	30/06/2026	Engagement to review our systems and develop a target state solution is in progress. Target state solution design and transition plan expected to be completed by March 2025.	●
5.4.1.05	Develop an Information and Communication Technology Strategy	GOV	1/01/2022	30/06/2026	Drafted ICT Strategy and reviewed with the Executive Leadership Team. Additional workshops to be scheduled to validate and finalise the strategy, ensuring alignment with Council priorities.	●
5.4.1.08	Bring online all ICT services for North Sydney Olympic Pool	GOV	1/07/2023	30/06/2025	On schedule to align with the pool's project timeline.	●

5.4.1.11	Modernise Council's GIS platform	GOV	1/07/2023	31/12/2025	Engaging with vendors and support providers to explore options for modern GIS platforms that enhance functionality and user experience for Council staff and the community.	●
5.4.1.12	Migrate Council's Contact Centre to a single unified client platform	GOV	1/07/2023	30/06/2025	Project is in progress and on-track. Expected to be completed by end February 2025.	●
5.4.1.13	Transition Council's desktop PCs to work from anywhere devices	GOV	1/07/2023	30/06/2025	Project plan has been developed to transition appropriate Council staff to work from anywhere devices.	●
5.4.1.15	Implement a modern, compliant, secure, online accessible file share solution	GOV	1/07/2023	30/06/2025	Evaluating options for a secure, compliant online file-sharing solution that meets Council's accessibility, security, and operational requirements.	●
5.4.2.02	Implement retention and disposal practices in response to legislative requirements	GOV	1/07/2022	30/06/2026	Retention and disposal of hardcopy documents is underway. Implementation of Retention and disposal module in ECM requires larger discussion with internal stakeholders, planned for early 2025.	●
5.4.2.03	Implement the Records Management Review recommendations	GOV	1/07/2022	30/06/2026	Out of the 151 recommendations, there are 65 remaining to be completed. There were a few recommendations that were waiting on our system upgrade to the SaaS platform. Recommendations that were awaiting upgrade will be actioned throughout the year.	●
5.4.2.04	Digitise all hard copy files	GOV	1/07/2022	30/06/2026	File digitisation is progressing well. Remaining files from Room 2 are set for return in Q3, with Room 3 collection also planned for Q3. The project remains on track for completion by the due date.	●
People and Culture						
5.2.3.09	Reduce lost time injuries	GOV	1/07/2022	30/06/2026	Council is committed to safety. This quarter saw 3 lost time injuries, reinforcing the need for ongoing efforts to ensure a safe workplace for all.	●
5.2.3.10	Undertake leadership quarterly safety walks, and due diligence training including activities as part of Safe Work Month	GOV	1/07/2022	30/06/2026	Each quarter, a Director will undertake a safety walk at a location outside their usual workspace. This hands-on approach promotes leadership engagement, enhances safety awareness, and fosters a culture of safety and inclusiveness across all sites.	●

5.2.3.11	Review localised WHS training matrix and requirements	GOV	1/07/2023	30/06/2025	People and Culture are collaborating with IT to develop a streamlined, user-friendly system for incident reporting, qualification management and training. It will enhance compliance, support inductions and improve efficiency. Completion due June 2025.	●
5.2.3.15	Conduct localised site inspections	GOV	1/07/2023	30/06/2026	Site inspections are conducted regularly by People and Culture.	●
5.4.4.01	Review and develop organisation values that support an engaged and constructive workforce	GOV	1/10/2022	30/06/2024	Council is reviewing its organisational values as part of a wider employee value proposition initiative. This will be undertaken by the incoming Service Unit Manager People and Culture in collaboration with the Leadership Team.	●
5.4.4.02	Utilise e-recruitment to provide efficient and timely recruitment	GOV	1/07/2022	30/06/2026	The e-recruitment bulk-offer feature was used for casual staff engagements, streamlining the process and ensuring payroll compliance via Scout. This enhances efficiency in managing multiple casual appointments.	●
5.4.4.03	Implement the Equal Employment Opportunity Management Plan	GOV	1/07/2022	30/06/2026	Respect@Work consultation was completed; Personal Best performance management framework was implemented; Code of Conduct and Disability Confidence training delivered; and phased retirement uptake continues among eligible staff.	●
5.4.4.04	Review the Performance Planning and Assessment System	GOV	1/07/2024	30/06/2025	Personal Best, the new performance planning and assessment system and framework for staff, launched in November 2024.	●
5.4.4.05	Implement the Age Management Plan	GOV	1/07/2022	30/06/2026	Appointments of under-24 and over-50 have increased, with phased retirement ongoing. State funding secured 6 apprentice/trainee roles. Retirement supports knowledge transfer, while Personal Best fosters leadership, skill growth and higher duties talent.	●
5.4.4.06	Review the employee value proposition and protocols	GOV	1/07/2022	30/06/2026	The design and implementation of the EVP has been delayed this quarter due to turnover in the Service Unit Manager People and Culture role. This will be undertaken by the incoming Service Unit Manager in collaboration with the Leadership Team.	●

5.4.4.08	Implement the Online Human Resources System	GOV	1/07/2022	30/06/2026	People and Culture and IT are collaborating to enhance HR systems, including the Personal Best performance review and reporting, such as labour hire data. The People and Culture team is also contributing to the consultation on ERP systems to improve efficiency.	●
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OFFICE OF THE CEO

Project No.	Project Name	QBL Link	Start Date	Due Date	Period Comments	Status
Customer and Communications						
3.1.1.01	Conduct the Business Network event series	ECO	1/07/2023	30/06/2026	The Business Network event series will be implemented by the Business Engagement Officer. The recruitment of this role is forecasted for Q3.	●
3.1.1.02	Support local Chambers of Commerce and peak bodies representing local businesses	ECO	1/07/2022	30/06/2026	Community Engagement Specialist continues to engage with local businesses pending the recruitment of the Business Engagement Officer position. Council's quarterly business e-news was sent during December to over 1,000 recipients promoting local businesses.	●
3.1.4.01	Promote commercial centre activity in Council publications	ECO	1/07/2024	30/06/2026	These commercial activities were promoted through e-newsletters and event listings on our website. These included Crows Nest Festival, North Sydney Festival, Victoria Cross After Party, Sydney Sixers, Upside, Sunset Cinema, Northside Produce market, Crows Nest market and Kirribilli markets.	●
4.1.1.10	Provide access to translated information to the community	SOC	1/07/2022	30/06/2026	TIS phonenumber service available. Google Translate is accessible on Council website. UserWay widget on the 'Your Say' platform. Provided flyers in multiple languages and used accessible documents for engagements.	●
5.1.2.01	Promote the Community Strategic Plan to the community and staff	GOV	1/07/2022	30/06/2026	Community engagement is currently underway to gather feedback on the 8 Informing Strategies which will inform the new Community Strategic Plan for 2025-2035.	●
5.3.1.01	Review the External Communications Strategy	GOV	1/07/2022	30/06/2024	This will be developed in line with the Community Engagement Strategy in early 2025.	●

5.3.1.02	Implement the External Communications Strategy	SOC	1/07/2022	30/06/2026	In Q2, Council issued 14 media releases, 58 e-newsletters, managed 45 media inquiries, produced 13 mayoral speeches and delivered 21 engagements. Continual management of digital channels and distributed 47,000 copies of North Sydney News.	●
5.3.2.01	Promote the Community Engagement Protocol	GOV	1/07/2022	30/06/2026	A draft Community Engagement Strategy has been prepared and will be finalised by the incoming Executive Manager upon their appointment.	●
5.3.2.02	Investigate new and complementary engagement mechanisms to meet the different needs of the community	GOV	1/07/2024	30/06/2026	Council's Communication and Engagement team completed training in Digital Accessibility and Advanced Demographic Data Analysis to enhance the ability to identify and reach diverse community groups effectively.	●
5.3.2.03	Provide training for Precinct Office Bearers	GOV	1/07/2022	30/06/2026	The training plan is currently being developed and will be delivered in Q4.	●
Organisational Performance						
5.1.2.08	Prepare the Corporate Service Reviews Framework	GOV	1/07/2023	30/06/2025	The draft Service Review Framework is now being piloted with the Street Cleaning Team. Three design thinking workshops were held as part of the pilot in Q2, to identify viable solutions to enhance the effectiveness of street cleaning operations.	●
5.1.2.09	Work with the community to prepare our 2025-35 Community Strategic Plan and develop a new Integrated Planning and Reporting Framework that clearly links Council's actions to delivering tangible outcomes for the community.	GOV	1/07/2024	30/06/2025	Eight draft Informing Strategies have been prepared and were exhibited from 27 November 2024 to 10 January 2025. These strategies will form the basis of our new 2025-35 Community Strategic Plan which is scheduled to be exhibited in March 2025.	●

OPEN SPACE AND INFRASTRUCTURE




Project No.	Project Name	QBL Link	Start Date	Due Date	Period Comments	Status
North Sydney Olympic Pool						
1.4.2.15	Pre-planning to recommence operations at North Sydney Pool	SOC	1/01/2023	30/06/2024	Pre-planning for operation of North Sydney Olympic Pool is well advanced, including the completion of policies for the management of the facility and delivery of programs including modern aquatic facilities, gym, group fitness and learn to swim.	●
2.1.1.05	Redevelop North Sydney Olympic Pool complex	SOC	1/07/2022	31/12/2024	The redevelopment of North Sydney Olympic Pool continues to be delayed due to design and construction issues. Practical Completion of construction is currently anticipated to be in May 2025.	●
Projects and Asset Management						
1.4.1.05	Seek grant funding to upgrade amenities block at Berry Island	SOC	1/07/2024	30/06/2026	Council staff continue to review available grant programs to identify any that may be applicable to fund this project.	●
1.4.1.08	Convert 1 Henry Lawson Ave to community parkland	SOC	1/07/2022	30/06/2025	The development application for this project was lodged in Q2.	●
1.4.1.11	Install drainage improvements to all sports fields at Primrose Park	SOC	1/07/2024	30/06/2025	Initial investigation and design works have been undertaken this quarter to inform the delivery of sports field drainage project in 2025/26.	●
1.4.1.12	Dowling Street Reserve landscape upgrade	SOC	1/07/2024	30/06/2025	Project scope and validity has been assessed. A report is being prepared for May Council meeting.	●
1.4.1.13	Seek grant funding to restore Lady Gowie Lookout	SOC	1/07/2024	30/06/2025	Staff have recently submitted a grant application and will continue to review available grant programs to identify any that may be applicable to fund this project.	●
1.4.1.15	Review the Waverton Park sportsground amenities	SOC	1/07/2024	30/06/2025	Staff are currently investigating potential design solutions for this location.	●
1.4.1.17	Upgrade Grasmere Reserve Playground	SOC	1/07/2024	30/06/2025	Concept design completed and is currently out for community consultation. Final design will be completed in Q3, with procurement/tender scheduled for Q4.	●
1.4.2.05	Seek grant funding to install kayak storage facilities and associated access at Anderson Park	SOC	1/07/2024	30/06/2025	Grant opportunities are being regularly reviewed.	●

1.4.2.07	Seek grant funding to install outdoor fitness equipment in Berry Island Reserve	SOC	1/07/2024	30/06/2025	Council staff continue to review available grant programs to identify any that may be applicable to fund this project.	●
1.4.2.08	Seek grant funding to install outdoor fitness equipment in Bradfield Park	SOC	1/07/2024	30/06/2025	Council staff continue to review available grant programs to identify any that may be applicable to fund this project.	●
1.4.2.09	Seek grant funding to upgrade the senior playground in Green Park	SOC	1/07/2024	30/06/2025	Council staff continue to review available grant programs to identify any that may be applicable to fund this project.	●
1.4.2.11	Reconstruct the Bon Andrews Oval turf cricket wicket table	SOC	1/07/2024	30/06/2025	Works are scheduled to begin in February 2025.	●
1.4.4.01	Improve access to the Quarantine Boat Depot site and prepare for public use	SOC	1/07/2022	31/12/2024	The installation of drainage, lighting, and roadworks to the main site have been completed. Accessible through-site links and installation of site furniture are delayed and scheduled to begin in February 2025, with works to be completed by May 2025.	●
1.4.5.01	Work with TfNSW to ensure the Western Harbour Tunnel project does not reduce open space at Cammeray Park	SOC	1/07/2022	30/06/2026	Council continues to lobby on behalf of the community in relation to the loss of open space and amenity from the Warringah Freeway Upgrade and Western Harbour Tunnel developments. This work is ongoing.	●
2.1.1.01	Undertake asset condition surveys and update the corporate asset management system (CAMS)	SOC	1/07/2022	30/06/2026	Road pavement condition audit has been completed. Stormwater drainage condition assessment is in progress. Scheduled asset valuations have been awarded, and sample condition assessment will be undertaken in association.	●
2.1.1.02	Implement Asset Management Plans per asset class	SOC	1/07/2022	30/06/2026	Capital works programs have commenced and are in progress. Asset Management Plans are currently being updated for 2025-2035.	●
2.1.1.03	Review the Asset Management Strategy	SOC	1/07/2024	30/06/2025	Asset Management Strategy has been updated and is currently on exhibition.	●
2.1.1.04	Implement the Asset Management Strategy	SOC	1/07/2022	30/06/2026	The planning, construction, maintenance, and operation of essential infrastructure are ongoing.	●
2.1.2.02	Review joint emergency plans	SOC	1/07/2024	30/06/2025	Joint emergency plans are reviewed on an ongoing basis as agreed with partner Councils. No plans reviewed this quarter.	●







2.1.3.01	Advocate for improved state infrastructure and funding for maintenance and improvement of community assets	SOC	1/07/2022	30/06/2026	The draft of the Asset Management Plans have been completed. It will help provide a clear understanding and assist in the programming of critical renewal projects for Council's assets.	●
2.2.1.01	Implement the Crows Nest Public Domain Masterplan	SOC	1/07/2022	30/06/2026	The Crows Nest public domain upgrade was substantially completed 18/10/2024. The completion of streetlighting and undergrounding of power is pending action from Ausgrid.	●
2.2.1.02	Seek funding to deliver Cremorne Plaza and Langely Place upgrades	SOC	1/07/2022	30/06/2026	Grant opportunities are being regularly reviewed.	●
2.2.2.02	Upgrade streetscape lighting in North Sydney CBD	SOC	1/07/2022	30/06/2026	Quotations have been received for the replacement of cladding on all poles in the North Sydney CBD. The replacement work is scheduled to take place in Q4.	●
2.2.2.03	Upgrade public lighting	SOC	1/07/2022	30/06/2026	Blues Point Reserve Lighting Upgrade Installation – Procurement completed, and construction works are scheduled to begin in Q3.	●
3.1.4.04	Implement the North Sydney CBD upgrade program	SOC	1/04/2025	30/06/2026	The landscaping design for the upgrade of Denison St and Spring St is underway, with construction scheduled to commence in FY25/26.	●
5.1.2.03	Implement and operationalise the corporate Project Management Framework and supporting procedures	GOV	1/07/2022	30/06/2024	The framework has progressed to 70% completion. It is being reviewed in line with the Project Management Framework action in Council's draft Governance strategy.	●
Public Presentation						
1.2.1.01	Explore options for improved resource recovery and alternative waste treatment	ENV	1/07/2022	30/06/2026	The CRC now accepts embedded batteries including vapes, smartwatches, fitness trackers, medical aids. A battery recycling campaign was launched through multiple channels including, digital advertisements and bus shelter displays.	●
1.2.1.08	Participate in the NSROC Waste Strategy	ENV	1/07/2022	30/06/2026	A service analysis of the Northern Sydney CRC is currently underway to inform this Strategy. These recommendations are currently under review.	●

1.3.1.01	Implement the Street Tree Strategy	ENV	1/07/2022	30/06/2026	Council's Tree Team continued to implement the actions of this Strategy, which include planting 23 new trees this period.	●
1.3.1.02	Implement the Urban Forest Strategy	ENV	1/07/2022	30/06/2026	At its meeting in December Council resolved to adopt the 'Trees for Newborns' program as an ongoing initiative. Under the Urban Forest Strategy canopy cover increased by 2.5% since 2022. A further review of the canopy across the LGA in Q3.	●
1.4.1.20	Upgrade parks, pathways, fences, furniture and signs	SOC	1/07/2022	30/06/2026	Renewal upgrades to 400m2 of asphalt pathways in St Leonards Park to be undertaken in January 2025. Renewal works to damaged and hazardous pathways in Cremorne Point. \$10,000 of new signage for Wendy's Secret Garden sharing information on history and future.	●
1.4.3.01	Identify major regional and sporting events suited to North Sydney and prepare bids to secure them	SOC	1/07/2022	30/06/2026	This quarter Council has secured 2 Women's Big Bash League Games, England Vs Australia Women's (Ashes) game and the return of the Sunset Cinema to North Sydney Oval.	●
1.4.3.02	Review the North Sydney Oval Business Plan	SOC	1/07/2022	30/06/2026	A service level review of North Sydney Oval has continued during Q2, which in conjunction with outcomes of the Open Space and Recreation study and the associated Council Informing Strategy, will support the review and improvement of the North Sydney Oval Business Plan.	●
1.4.3.04	Refurbish public toilets at North Sydney Oval	SOC	1/07/2024	30/06/2025	Funding/Resourcing is not currently available for this project in 2024/25. This project will be reassessed for the 2025/26 program.	●
1.4.3.05	Replace seats at North Sydney Oval	SOC	1/07/2024	30/06/2025	Funding/Resourcing is not currently available for this project in 2024/25. This project will be reassessed for the 2025/26 program.	●
Traffic and Transport						
2.1.1.08	Implement transport and traffic infrastructure capital works program	SOC	1/07/2022	30/06/2026	Council has recently delivered infrastructure associated with a 40km/h speed zone in Cammeray.	●

2.2.2.04	Upgrade lighting at pedestrian crossings	SOC	1/07/2022	30/06/2026	Delivery of lighting upgrades scheduled in Q4 at existing pedestrian crossings on Morton Street at Rocklands Road and at Crows Nest Road and on Carabella Street at Fitzroy Street.	●
2.3.1.01	Implement the Road Safety Action Plan including education and awareness programs	SOC	1/07/2022	30/06/2026	Completed Jacaranda season pedestrian safety and education campaign. Focus of key programs was low mobility pedestrian presentations and holiday road safety tips. School road safety education to all primary schools is now underway.	●
2.3.2.01	Investigate and apply for grant funding for new and upgraded traffic, pedestrian and cycling facilities	SOC	1/07/2022	30/06/2026	Achieved \$1.1million in Road Safety Grant Funding for the delivery of a road safety barrier in Reynolds Street, and pedestrian crossings across Fitzroy Street, Jeffreys Street and 2 crossings across Rosiland Street adjacent to Miller Street.	●
2.3.2.02	Implement community education campaigns that encourage use of active, public and other alternative modes of transport	SOC	1/07/2022	30/06/2026	Continued to work with Neutral Bay and Cammeray Public on safe active transport. Undertook education campaign for 40km High Pedestrian Area in Cammeray. Bike Maintenance workshops continued at Northside Markets.	●
2.3.3.01	Review the Integrated Cycling Strategy (ICS)	SOC	1/07/2024	30/06/2025	Data collection and analysis for the new Bike Plan is complete. The plan will be placed on public exhibition after finalisation of the overarching Integrated Transport Strategy.	●
2.3.3.02	Implement the ICS Priority Route 2 - Young Street	SOC	1/07/2022	30/06/2025	The Young Street Cycleway Extension has received grant funding and tender documents submitted for construction. Construction on track for completion by June 2025.	●
2.3.3.03	Seek grant funding to implement the ICS Priority Route 3 - North Sydney to Mosman	SOC	1/07/2022	30/06/2025	No further action taken at this time. Project being considered as part of the development of new Bike Plan.	●
2.4.1.01	Implement the Local Area Traffic Management Action Plans	SOC	1/07/2022	30/06/2026	Delivered 40km/h speed zone works in Cammeray, pedestrian refuge upgrades on West St at Palmer and Bellevue St, raised threshold on Palmer St, speed hump and raised crossings on Amherst St and Abbott Ln.	●
2.4.2.01	Manage car share parking	SOC	1/07/2022	30/06/2026	Nine new car share applications were consulted on with the community and are currently under review.	●

2.4.2.05	Prepare the Parking Strategy	SOC	1/07/2024	30/06/2025	This has been postponed awaiting outcomes of the new Integrated Transport Strategy, which will guide future transport and parking plans.	
3.3.1.01	Implement the Transport Strategy	ECO	1/07/2022	30/06/2026	Integrated Transport Strategy has been finalised and is published for community consultation prior to being considered for formal adoption.	
3.3.1.02	Liaise and coordinate with TfNSW on the Western Harbour Tunnel and other TfNSW projects	SOC	1/07/2022	30/06/2026	Advocated for local communities to reduce impacts of State Government projects, including submissions on traffic and open space impacts of the Western Harbour Tunnel, Sydney Harbour Bridge Cycleway, Metro Station, and Crows Nest rezoning plans.	

PLANNING AND ENVIRONMENT

Project No.	Project Name	QBL Link	Start Date	Due Date	Period Comments	Status
Community, Resilience and Sustainability						
1.1.1.01	Implement the Native Havens, Wildlife Watch and Adopt a Plot community participation programs	ENV	1/07/2022	30/06/2026	486 local native tubestock plants were distributed to Native Havens home habitat gardening program participants during this quarter. Two Wildlife Watch community engagement activities were delivered and 686 wildlife observations were reported.	
1.1.1.02	Implement the Bushcare community workshops and events program	ENV	1/07/2022	30/06/2026	12 Bushcare workshops and events were delivered during the quarter. Highlights include school holiday spotlight walk around Balls Head Reserve; Growing native plants from seed workshop and the annual Wildlife Watch walk & talk.	
1.1.1.03	Implement the Bushland Plan of Management	ENV	1/07/2022	30/06/2026	Ongoing. Bushland PoM actions are implemented by staff, contractors and community Bushcare volunteers. Planning for the 2025 Bushcare education program is complete, with 39 workshops, activities and events to be delivered by Council's Bushland team.	
1.1.1.04	Implement the Bushland Rehabilitation Plans	ENV	1/07/2022	30/06/2026	Ongoing. Bushland rehabilitation actions implemented by staff, contractors and community volunteers involved in the Bushcare program. Two corporate volunteer groups were facilitated during this quarter, assisting with reserve maintenance works.	
1.1.1.05	Review the Natural Area Survey	ENV	1/07/2022	30/06/2025	The draft Natural Area Survey update has been received and is currently under review by the Bushland Management Team.	
1.1.2.01	Implement the Coal Loader Centre for Sustainability Business Plan	ENV	1/07/2022	30/06/2026	New people counters recorded 50,000 people passing entry points to the Coal Loader since October; 38 activations with 720+ participants; 480+ students attending education activities on site; Observatory Hill Environmental Education Centre sustainability expo; 4300+ attended Christmas Artisan market.	

1.1.2.02	Manage the Streets Alive Program	ENV	1/07/2022	30/06/2026	Streets Alive held 8 working bees during the Q2 period and added 3 new sites to the program. Hosted end of year celebrations for Streets Alive volunteers to celebrate and acknowledge their hard work throughout the year.	●
1.1.3.01	Support the HarbourCare volunteer program	ENV	1/07/2022	30/06/2026	HarbourCare continues to gain interest, with 8 new volunteers signing up for the Q2 period. Volunteers removed 6 cubic m of rubbish and Council hosted end of year event for HarbourCare volunteers to acknowledge their hard work throughout the year.	●
1.1.3.02	Implement water quality improvement programs	ENV	1/07/2022	30/06/2026	Water quality routinely monitored at Hayes St beach as part of NSW Government Beachwatch Program. Council undertakes quarterly monitoring at 4 sites in Berrys Creek and Quarry Creek. Installed signs at Berrys Creek to encourage pollution reporting.	●
1.2.1.02	Implement the Green Events and Community Workshops Program	ENV	1/07/2022	30/06/2026	5 webinars/workshops delivered Q2 with 402 attendees. This included a Tim Forcey author talk, EV basics workshop and Compost Revolution stall at Crows Nest Festival.	●
1.2.1.04	Implement energy and water conservation community and business education programs	ENV	1/07/2022	30/06/2026	Futureproofing Apartments Program has 5 new participants this quarter. Sustainability Rebates Program ongoing with 10 applications this quarter. Business Programs ongoing.	●
1.2.1.05	Implement the community waste education program	ENV	1/07/2022	30/06/2026	Education program includes Compost Revolution, Recycle Smart, activities in the Green Events program and ongoing communications in Council publications. Workshops included composting and worm farming and Imperfectly Sustainable series.	●
1.2.1.06	Reduce energy and water use to reach reduction goals	ENV	1/07/2022	30/06/2026	Ongoing implementation of water and energy efficiency upgrades and monitoring of usage. New environmental reporting platform for Council operations. Investigations into high-cost electricity agreements for permanently unmetered sites.	●

1.2.1.07	Increase Council's renewable energy capacity	ENV	1/07/2022	30/06/2026	Currently planning the installation of a new solar electricity system at the Primrose Park building, designed to serve 3 separate customers, including Council.	●
1.2.1.09	Support the Fire Service in the management of bushfire risk	ENV	1/07/2022	30/06/2026	Ongoing. A planned hazard reduction/ecologic burn in Badangi Reserve is prepared and awaiting suitable weather conditions to implement. Maintenance of Fire Management Access Zones (FMAZ) in Tunks Park, Badangi and Gore Cove Reserves completed.	●
1.2.2.01	Implement the Environmental Sustainability Strategy Action Plan	ENV	1/07/2022	30/06/2026	Updated environmental reporting platform; 3 EV chargepoint operators successful in installing chargers in Council carparks; 1 free business energy assessment undertaken as part of Better Business Partnership program.	●
1.2.2.30	Develop a new Environment Strategy based on the current Environmental Sustainability Strategy	ENV	1/07/2024	30/06/2025	Draft Environment Strategy developed and is currently open for community feedback until 10 January 2025.	●
1.3.2.01	Support the development of community gardens	ENV	1/07/2022	30/06/2026	Council's Community Garden program had 18 new volunteers sign up during the Q2 period. Milson Park Community Garden celebrated their 15 year anniversary. Repair works are underway on the Coal Loader Platform beds to repair damaged beds.	●
4.1.1.02	Implement the Disability Inclusion Action Plan	SOC	1/10/2022	30/06/2026	Celebrated International Day of People with Disability with internal Council and community events. Hosted an Active Inclusion Sports Day. Completed accessibility upgrades to Lodge Road Playground. Reviewed the Outdoor Dining and Goods on Footpath Policy.	●
4.1.1.04	Participate in Lower North Shore Child and Family Interagency	SOC	1/07/2022	30/06/2026	Interagency met in October and December. Working with Health, Education and other Councils to organise webinars on Child Screentime and School Refusal.	●
4.1.1.05	Implement family and children's needs as identified in the Social Inclusion Strategy	SOC	1/04/2025	30/06/2026	Draft Social Inclusion Strategy on public exhibition for community feedback until 10 January 2025. Projects to be considered once Strategy has been adopted.	●

4.1.1.06	Expand the Family Day Care service	SOC	1/07/2022	30/06/2026	Scheme meeting compliance within National Quality Standards, safety, and home visits. Expansion through casual, vacation care. End of year and 50th anniversary celebration, 10 educators and 30 families in attendance. Bank St utilised for training, playgroup, resourcing.	●
4.1.1.07	Support the local community centres	SOC	1/07/2022	30/06/2026	Council continued to support Community Centres including contributing resources to support vulnerable members of community with food assistance and acknowledge invaluable work of Centre volunteers during 2024.	●
4.1.1.08	Coordinate and promote multi-cultural activities	SOC	1/07/2022	30/06/2026	Lower North Shore Multicultural Network met November, Working Party producing migrant's referral guide. 9 North Shore Multicultural Networks held regional workshop. Advertising for 'Reach Your Potential', Employment Skills for Migrants Workshops undertaken.	●
4.1.1.09	Participate in Lower North Shore Domestic Violence Network	SOC	1/07/2022	30/06/2026	Network met October and December. Held 1minutesilence4violence event, raising profile of Domestic and Family Violence. Mum packs organised for those escaping DFV. Planning continues on projects – Referral Poster, new DV Laws Workshops, Youth Pens.	●
4.1.1.11	Implement the Youth Strategic Plan	SOC	1/07/2022	30/06/2026	Youth Guide Card prepared for print. Support for 5 educational enrolments Sector coordination via Lower North Shore Youth Interagency and Local Government Youth Development Network, Planet X direct service provision. Mental Health initiatives via Lost Bird Found and Need a Lift?	●
4.1.1.12	Upgrade facilities and equipment at Planet X Youth Centre	SOC	1/07/2022	30/06/2026	Art cupboard replaced, credenza replaced, upgrade of music gear completed, art and craft supplies purchased, office desk replaced. New couch ordered and awaiting delivery. Awaiting repair of roof leaks.	●

4.1.1.13	Provide services and activities to older people through community centres	SOC	1/07/2022	30/06/2026	Explored opportunities for healthy aging workshops to be facilitated through community centres. Independent services and activities for older people were coordinated by community centres.	●
4.1.1.14	Implement strategies associated with older persons arising from the Social Inclusion Strategy	SOC	1/07/2022	30/06/2026	Supported older people and relevant services to be consulted and provide input on the development of the draft Social Inclusion Strategy.	●
4.1.1.15	Support Community Housing Providers to manage and provide social and affordable housing	SOC	1/07/2022	30/06/2026	Development progressed on the construction of 12 affordable housing units in Cammeray. Councils' long-term partnership with Link Wentworth acknowledged in the Link Wentworth Annual report.	●
4.1.1.17	Implement strategies for young people that address wellbeing and mental health needs	SOC	1/07/2022	30/06/2026	Support for mental health concerns especially relationship issues, drugs and alcohol and school stress. Need a Lift? and Lost Bird Found mental health activities implemented. Planet X young people participated in consultation for Berry Bay Playground.	●
4.1.1.25	Review the Joint Strategic Plans with community centres and community organisations	SOC	1/07/2022	30/06/2026	Created Annual Operational Grant in SmartyGrants, meetings with Community Centres booked to review and discuss Joint Strategic Plans and Centre priorities for new financial year	●
4.1.2.04	Implement strategies associated with homelessness arising from the Social Inclusion Strategy	SOC	1/07/2022	30/06/2026	Responded to 21 reports of homelessness and conducted 3 site visits. Attended one Northern Sydney Homelessness Case Coordination meeting. Supported with consultation and feedback on the draft Social Inclusion strategy in relation to homelessness.	●
4.1.2.05	Manage squalor, hoarding and homelessness enquiries with appropriate referrals	SOC	1/07/2022	30/06/2026	Responded to 21 reports of homelessness and made 3 site visits to rough sleepers. Responded to 2 reports of hoarding and squalor and made one site visit with Environmental Safety Compliance Officer.	●
4.1.3.01	Promote Volunteer Week	SOC	1/04/2025	30/06/2025	Planning is underway to promote Volunteer Week 2025. Council supported local community organisations to acknowledge the invaluable work of local volunteers in 2024 by hosting events and celebrations.	●

4.1.3.02	Support annual events recognising volunteers	SOC	1/07/2024	30/06/2025	Council supported events for Nutcote, Crows Nest, Kirribilli, Neutral Bay and North Sydney Community Centres, Bushcare, Streets Alive, HarbourCare, Community Garden to acknowledge all volunteers who provide invaluable contributions to each program.	●
4.2.2.03	Coordinate and promote activities in Youth Week	SOC	1/01/2024	30/06/2025	Youth Week 2025 planning underway with partners to implement the Colour Fest event. Application for DCJ Youth Week funding was successful.	●
4.2.2.04	Coordinate and promote the annual North Sydney Seniors Festival	SOC	1/10/2023	30/06/2025	Continued planning discussions with local community partners to prepare a local program of activities, events and promotion for North Sydney Seniors Festival in 2025.	●
5.2.3.01	Participate in the Resilient Sydney Program	GOV	1/07/2022	30/06/2026	Attended Resilient Sydney Ambassadors meeting and workshops on the Role of Open Data and Safeguarding Social Cohesion. Established Community Safety and Resilient webpage, shared emergency preparedness and healthy summer messages.	●
Development Services						
3.3.2.04	Conduct the Design Excellence Panel	SOC	1/07/2022	30/06/2026	One DEP was held on 29 October 2025 during the reporting period with only one matter (MLC redevelopment) considered reflecting a downturn in the development industry.	●
Ranger and Parking Services						
4.1.1.18	Participate in Local Liquor Accords	SOC	1/07/2022	30/06/2026	Council Managers attend all Liquor Accord meetings. We engage with business members and respond to queries wherever possible. We provide assistance and attempt to find solutions to issues raised in support of these businesses.	●
Strategic Planning						
1.4.1.02	Finalise Plans of Management in line with the new Department of Crown Lands process	SOC	1/07/2022	30/06/2026	Work continuing on preparation of new Crown lands Plan of Management for Sports fields.	●
2.4.3.01	Partner with TfNSW and other agencies on the North Sydney Integrated Transport Program	SOC	1/07/2022	30/06/2026	Dialogue continues with TfNSW to keep the NSITP on the agenda. This is currently being driven by NSC.	●

2.4.3.02	Partner with State Government Agencies to deliver Miller Place	SOC	1/07/2022	30/06/2026	Dialogue continues with TfNSW to keep the NSITP on the agenda. This is currently being driven by NSC.	●
3.1.1.03	Review the Economic Development Strategy	ECO	1/07/2023	30/06/2025	Economic Development Strategy to be refined following public exhibition. A further exhibition was due to commence in Q2 and will be finalised in Q3.	●
3.1.2.01	Identify achievable measures and strategies to enhance after-hours activities	ECO	1/07/2024	30/06/2026	This will be progressed after Council resolves the Economic Development Strategy in Q3.	●
3.1.3.01	Implement the Visitor Economy Strategy	ECO	1/07/2022	30/06/2026	This will be progressed and prioritised after Council resolves the Economic Development Strategy in Q3.	●
3.1.3.02	Review the Visitor Economy Strategy	ECO	1/07/2022	30/06/2025	This is being replaced by the Economic Development Strategy, which includes various directions relating to the visitor economy. This is being exhibited in Q2 and anticipated to be adopted in Q3.	●
3.1.3.03	Seek opportunities to engage in joint venture promotional initiatives with tourism industry operators	ECO	1/07/2022	30/06/2026	Further consideration after the Economic Development Strategy is exhibited and implemented in Q2 and Q3.	●
3.1.4.02	Develop North Sydney CBD land use and strategic infrastructure plans	ECO	1/07/2022	30/06/2026	This work has occurred through the various 10 Year Strategies which are anticipated to be adopted in Q3.	●
3.3.1.03	Respond to planning proposals	SOC	1/07/2022	30/06/2026	Council continuously assesses planning proposals to ensure they align with community needs, strategic goals and regulations. Feedback is reviewed to deliver sustainable and balanced outcomes for our area.	●
3.3.1.05	Respond to NSW Government planning reforms and initiatives and advocate on behalf of the community	SOC	1/07/2022	30/06/2026	Ongoing monitoring of new TOD reforms as well as yet to be determined Low to Medium Rise Housing reforms. Advisory session conducted with Precinct Committees in relation to the TOD changes.	●
3.3.1.07	Update planning instruments in response to Council led local planning studies and strategies	SOC	1/07/2022	30/06/2026	Site specific DCP amendments being progressed for 1-7 Rangers and 183-185 Military Rd Neutral Bay in context of planning proposals progressing for these sites.	●
3.3.2.01	Review the North Sydney Public Domain Strategy	SOC	1/07/2024	30/06/2026	This is being deferred until the 10 Year Strategies are adopted and priorities are clarified.	●

3.3.2.02	Undertake a Comprehensive Heritage Review	SOC	1/07/2023	30/06/2026	The reduced nature of this work as resolved by Council in February 2024 is currently being scoped.	●
3.3.2.03	Implement the Ward Street Masterplan	SOC	1/07/2024	30/06/2026	Ongoing review of project's feasibility in light of changing commercial demand since the COVID-19 pandemic.	●
3.3.3.01	Partner with other levels of government and developers to improve the policy basis to increase affordable housing in North Sydney	SOC	1/07/2023	30/06/2026	DPHI finalised the Crows Nest TOD (in Nov) which acknowledged a greater degree of affordable housing than first proposed. Planning proposal for 52 McLaren Street commenced public exhibition which includes 5% affordable housing.	●
4.1.2.02	Implement the Affordable Housing Strategy	SOC	1/07/2022	30/06/2026	Investigations have commenced and staff are currently preparing a draft affordable housing contributions scheme. Anticipate reporting to Council in Q3.	●

