

**Report to General Manager**

Attachments:

1. Q1 Review of Operational Plan 2019/20 - 1 July to 30 September 2019

SUBJECT: Quarterly Review of Operational Plan 2019/20 - 1 July to 30 September 2019**AUTHOR:** Sarah Malcolm, Corporate Planning Coordinator**ENDORSED BY:** Margaret Palmer, Director Corporate Services**EXECUTIVE SUMMARY:**

North Sydney Council's Delivery Program 2018/19-2020/21 was adopted on 25 June 2018. The Operational Plan 2019/20, i.e. Year 2 of the Delivery Program was adopted on 24 June 2019 following public exhibition and commenced 1 July 2019. The Delivery Program/Operational Plan includes projects and services.

It is a statutory IPR requirement to present performance reports against the Delivery Program to the Council on a biannual basis. Council reports progress against the Operational Plan on a quarterly basis, by project status only by way of traffic lights/percentage complete; with the Q2 and Q4 reports including corporate performance measurement in line with the biannual Delivery Program reporting requirements.

The Delivery Program contains 367 projects for implementation over the three-year period. 310 projects are due to commence or continue in Year 2. Of the 310 projects scheduled to commence or continue this quarter, 94% of projects are on track (green status) or completed (blue status) and 6% projects are behind schedule/delayed (red and amber status). This report details the projects behind schedule, including remedial action, as well as projects carried over from 2018/19.

FINANCIAL IMPLICATIONS:

Financial performance information is detailed within the Quarterly Budget Review Statement (QBRS) presented separately to Council.

RECOMMENDATION:

1. **THAT** the Quarterly Review of Operational Plan 2019/20 for the period 1 July to 30 September 2019 be received.
2. **THAT** Council notes the remedial action for those projects that were not on track for the period ending 30 September 2019 and required Year 1 projects carried over to Year 2 of the Delivery Program/Operational Plan 2019/20.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

Direction: 5. Our Civic Leadership

Outcome: 5.1 Council leads the strategic direction of North Sydney

BACKGROUND

The Delivery Program 2018/19-2020/21 was adopted on 25 June 2018. The Operational Plan 2019/20 (Year 2 of the Delivery Program) commenced 1 July 2019.

It is a statutory IPR requirement to present performance reports against the Delivery Program to the Council on a biannual basis. Council reports progress against the Operational Plan on a quarterly basis, by way of traffic lights/percentage complete; with the Q2 and Q4 reports including corporate performance measurement in line with the biannual Delivery Program reporting requirements.

CONSULTATION REQUIREMENTS

Community engagement is not required.

SUSTAINABILITY STATEMENT

The sustainability implications are of a minor nature and did not warrant a detailed assessment.

DETAIL

The Delivery Program contains 367 projects for implementation over the three-year period. 310 projects are due to commence or continue in Year 2. Of the 310 projects that were scheduled to commence or continue this quarter, 94% of projects are on track (green status) or completed (blue status) and 6% of projects are behind schedule/delayed (red and amber status).

The following table provides the project status summary for the quarter by Direction (strategic view):

Strategic Direction	Total No. Projects scheduled to commence/continue this quarter	No. Projects on track/completed (green/blue light)	No. Projects delayed/behind schedule (amber/red light)
1. Our Living Environment	73	69	4
2. Our Built Infrastructure	69	67	2
3. Our Future Planning	39	34	5
4. Our Social Vitality	68	65	3
5. Our Civic Leadership	61	57	4

Performance can also be categorised by ‘operational view’ (Division) and the quadruple bottom line (QBL) pillars. The following table provides a status summary for the quarter by Division:






Division	Total No. Projects scheduled to commence/continue this quarter	No. Projects on track/completed (green/blue light)	No. Projects delayed/behind schedule (amber/red light)
Open Space & Environmental Services (OSE)	75	71	4
Engineering & Property Services (EPS)	57	55	2
City Strategy (CIS)	66	60	6
Community and Library Services (CLS)	63	63	0
Corporate Services (COS)/General Manager’s Office (GMO)	49	43	6

The following table provides a project status summary for the quarter by QBL pillar:

Strategic Direction	Total No. Projects scheduled to commence/continue this quarter	No. Projects on track/completed (green/blue light)	No. Projects delayed/behind schedule (amber/red light)
Environmental (ENV)	29	28	1
Social (SOC)	21	19	2
Economic (ECO)	198	187	11
Governance (GOV)	62	58	4

Exceptions

The following table lists the projects that are behind schedule/delayed (red and amber status) as at 30 September 2019. Three of the projects listed as behind schedule are unfunded or were deemed unfeasible following investigation, so as not to distort the exceptions summary these have been omitted from the following table:

Project No.	Project Description	Division	Reason/Remedial Action	Status
1.2.2.01	Prepare the Environmental Sustainability Action Plan	OSE	Finalisation of Strategy carried over to 2019/20 due to delay in technical information provision. Due Jun-20	
1.4.1.23	Implement Bradfield Park South Masterplan	OSE	No funding allocated for implementation, awaiting owners consent from RMS to progress development application	
1.4.1.44	Review the Foreshore Parks and Reserves Plan of Management	OSE	New draft Plan of Management is yet to commence. Once complete, require direction from Department of Crown lands before proceeding.	
1.4.1.45	Review the Sportsground Plan of Management	OSE	New draft Plan of Management yet to commence, once complete require direction from the Department of Crown lands before proceeding.	
2.1.3.01	Prepare site security assessments for high profile places of public congregation	EPS	Exploring Federal funding opportunity.	

Project No.	Project Description	Division	Reason/Remedial Action	Status
3.2.1.02	Prepare the Northern CBD Precinct Planning Study	CIS	Delay in the appointment of preferred consultants through the tender process. Stage 1, preliminary consultation completed which will provide useful input into the planning work ahead.	●
3.3.4.02	Prepare a Data Sharing Policy	CIS	Draft Data Sharing Policy and guidelines prepared. Under internal review.	●
3.4.1.09	Review Council's developer contributions framework	CIS	Expected to be finalised by June 2020.	●
3.4.1.06	Review Council's advertising and signage policy	CIS	Project due to commence once all other components of the LEP Review are finalised.	●
3.4.4.01	Prepare detailed design of North Sydney's Central Laneways Plan	CIS	Due to cluster of development activity in the precinct, partial design work has been undertaken by relevant proponents. Future detailed design will be required to resolve remaining precinct masterplan. The current level of development is providing the required impetus to reach ongoing agreements on the roll out of the design principles of the masterplan. Example is the completion of the of 100 Mount St development.	●
4.2.2.03	Implement the North Sydney Events Strategy	COS	Strategy completed, awaiting approval in Q2 2019/20	●
5.1.2.07	Implement Project Management Framework	COS	Project to recommence in Oct/Nov 2019 due to other workload priorities.	●
5.2.4.04	Improve online Council services for all business-related information and approval processes	COS	Project is not progressing due to lack of dedicated development resource. A recommendation will be made to the General Manager in Q2 2019/20	●
5.4.2.01	Review the Recordkeeping Plan of Management	COS	Deferred due to resourcing constraints.	●
5.4.2.05	Implement the Retention and Disposal of Records Strategy	COS	New ECM is only available for on-premise users, estimated late 2019	●

Carry Overs from 2018/19

The following table lists the projects (included in Attachment 1) which were scheduled for completion in Year 1 (2018/19) but require carry over to the subsequent year.

Project No.	Project Description	Division	Reason	Revised end date
1.2.2.01	Prepare the Environmental Sustainability Action Plan	OSE	Finalisation of Strategy delayed, due technical information provision delay. Revised scheduled end date is Jun-20.	Jun-20
1.4.132	Upgrade playground at Warringa Park	OSE	Construction commenced Q4 2018/19, due for competition Q2 2019/20	Dec-19
1.4.4.07	Grow North Sydney Oval's food and beverage business	OSE	Continues improvement i.e. ongoing	Jul-21

Project No.	Project Description	Division	Reason	Revised end date
1.4.5.01	Advocate the relevant State Government departments to allow for permission to access space for Sydney Harbour highline project.	CIS	Project continues however led by external stakeholder.	Jul-21
2.1.1.18	Implement improvements to Works Depot	EPS	Works continuing in 2019/20.	Dec-19
2.2.2.01	Prepare Public Lighting Strategy	EPS	Strategy development delayed.	Jun-20
2.2.2.03	Upgrade streetscape lighting in North Sydney CBD	EPS	Implementation staged over two years.	Jun-20
2.3.1.09	Participate in TfNSW Travel Choices Program	EPS	Project continues to Q2 2019/20	Dec-19
3.1.4.02	Consult to gauge community expectation in relation to both café and restaurant trading hours and the permissibility of small bars in Kirribilli Village and Milsons Point	CIS	Regulatory pathway, LEP/DCP amendments reported to Council in Sep 2019; Planning Proposal subsequently prepared and reported to Council in Nov 2019. Public exhibition the Planning Proposal and draft DCP amendment concurrently, early in 2020.	Jun-20
3.4.1.03	Advance land use projects and proposals that promote, economic development, sustainability and neighbourhood quality of life	CIS	Ongoing therefore continues through all years of plan	Jul-21
3.4.3.01	Participate in the Department of Planning's Priority Precinct process and advocate for Council's planning objectives for the precinct	CIS	This is an ongoing project of the NSW Government.	Jul-21
3.4.4.01	Prepare detailed design of North Sydney's Central Laneways Plan	CIS	Detailed design required to resolve remaining precinct Masterplan.	Jun-20

Amendments to Delivery Program

Project No.	Project Description	Division	Reason
1.2.2.02	Implement the Environmental Sustainability Action Plan	OSE	Given that 1.2.2.01 is being carried over, the implementation dates also change to start date Jul-20, due date to Jul-21
2.2.2.02	Implement Public Lighting Strategy	EPS	Given that 2.2.2.01 is being carried over, implementation start date changes to Jul 20, scheduled date remains as Jul-21

Recommendation

It is recommended that the Quarterly Review of Operational Plan 2019/20 for the period 1 July to 30 September 2019 be received.

It is also recommended that Council note the remedial action for the activities that were not on track as at 30 June 2019, and that projects carried over to Year 2 of the Delivery Program 2018/19-2020/21 and associated project amendments i.e. Operational Plan 2018/19 is updated.

Following the adoption of this report by Council, both the report and the attachment will be published on Council's website for public information.

OPERATIONAL PLAN QUARTERLY REVIEW



July to September 2019
PART OF THE DELIVERY PROGRAM 2018/19-2020/21

progressive *vibrant* diverse



1 Council's Integrated Planning and Reporting Framework

1.1 Community Strategic Plan

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

Council is the key driver of the Community Strategic Plan. Its implementation is the shared responsibility of all community stakeholders. Council works with other stakeholders, including government agencies, non-government organisations, community groups and individuals who play a role in delivering these outcomes.

The Community Strategic Plan commenced 1 July 2018. The next review of the plan is due within nine months of the commencement of the next term of Council.

Council reports on progress against the Community Strategic Plan via the End of Term Report, which is presented to the last meeting of the outgoing Council.

1.2 Delivery Program

The *Delivery Program 2018/19-2020/21* was produced in accordance with Section 404 of the Local Government Act 1993. It covers the period 1 July 2018 to 30 June 2021. The Delivery Program outlines the actions Council will undertake during its electoral term to deliver the long-term strategies and outcomes of the Community Strategic Plan. The hierarchy follows the same structure of the Community Strategic Plan, including five interrelated key themes known as 'Strategic Directions'. Each Direction details the desired strategies and outcomes that will be implemented to address the community's future aspirations.

The Directions are:

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

The Delivery Program identifies actions (referred to as projects and services) to be carried out over the electoral term to contribute to these directions. The plan sets out the services to be carried out each year, outlines additional projects Council plans to undertake during the next three years¹, and sets out budget (financial estimates).

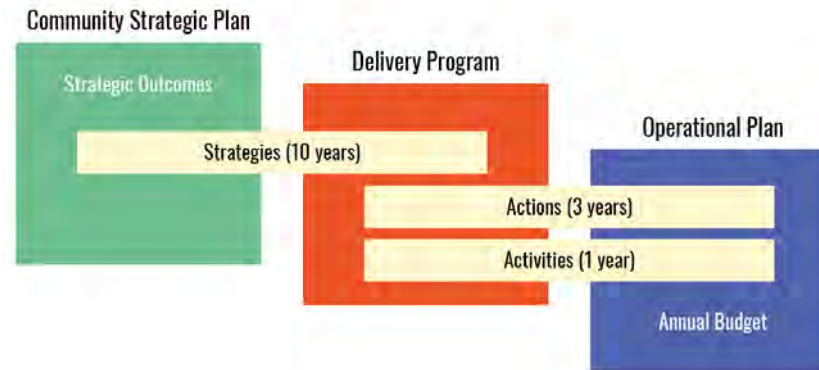
It is noted that many actions contribute to several Directions, however have been assigned to the Direction they contribute to the most, in part dictated by the reasonable Department. The structure of the Community Strategic Plan/Delivery Program largely aligns to Council's organisational structure.

¹ Note: Normally the Delivery Program covers four years. The horizon has been shortened to three years for this election cycle due to the deferred election of the council in the previous cycle.

1.3 Operational Plan

The *Operational Plan 2019/20* (Year 2 of the *Delivery Program 2018/19-2020/21*) commenced on 1 July 2019.

The following diagram illustrates the relationship between the levels of Council's IPR Framework. It shows how activities cascade from the Delivery Program to the Operational Plan.



The projects and services listed in the Operational Plan are consistent with the Delivery Program. Aside from only focusing on one financial year, the Operational Plan differs from the Delivery Program in presentation only. Compared to the Delivery Program, the Operational Plan is structured by 'divisional view' in line with the organisational structure i.e. by Division.

It is a statutory IPR requirement to present performance reports against the Delivery Program to the Council on a biannual basis. North Sydney Council reports progress against the Operational Plan on a quarterly basis, by way of traffic lights/percentage complete; with the Q2 and Q4 reports including corporate performance measurement in line with the biannual Delivery Program reporting requirements.

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.

This report outlines Council's progress for the period of 1 July to 30 September 2019.

The *Delivery Program 2018/19-2020/21* incorporates the five strategic directions of the *North Sydney Community Strategic Plan 2018-2028*, each with objectives supported by specific projects and services. Each project and service is linked to a component of the quadruple bottom line (QBL) - social, environmental, economic and governance.

This review summarises key achievements against the Delivery Program and in particular the *Operational Plan 2019/20*. Progress against the Delivery Program/Operational Plan is now monitored and reported to Council quarterly.

This section details the performance against projects by 'strategic view' for the period 1 July to 30 September 2019.

2.1 Measuring Our Progress

All projects and services are categorised by direction. The five directions of the Community Strategic Plan/Delivery Program are:

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

Reporting is limited to projects. Each project has been assessed and given a traffic light rating based on its achievement of schedule deliverables in the first quarter (Q1) of 2019/20. Ratings are outlined below:

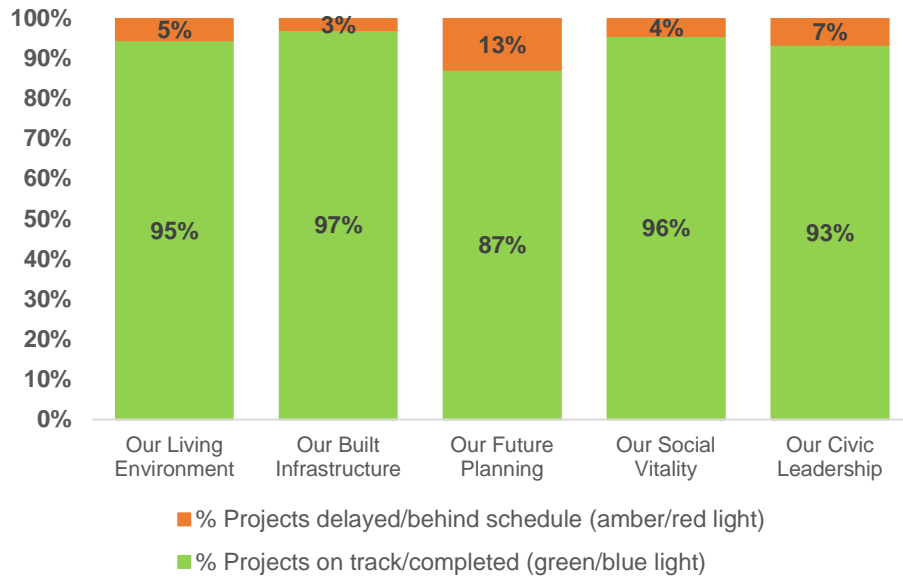
- Completed
- On track. Completion of 90%+ of the scheduled requirements for period.
- Delayed. Completion of 75%-89% of the scheduled requirements for period.
- Project not progressing. Completion is less than 75% of the scheduled requirement for period.

Note: projects not yet scheduled to commence are excluded from this report.

2.2 Project Status by Direction

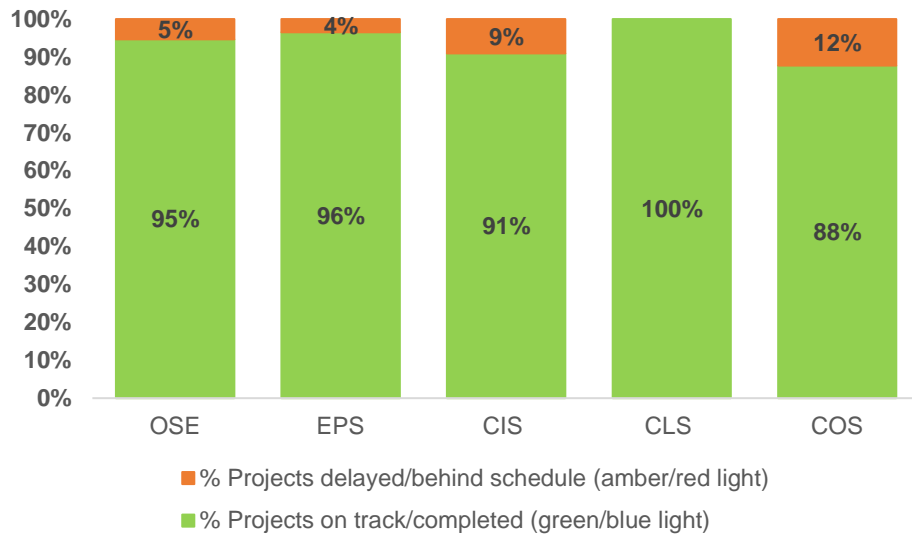
An update of Council's performance by strategic view (by Division/Department) for Q1 is provided in Attachment 1. Of the 310 total projects scheduled to commence this quarter, 292 (94%) projects are on track (green status). 18 (6%) are behind schedule (red and amber status projects). See chart below.

1. Our Living Environment - 69 projects on track, 3 projects delayed, 1 project not progressing
2. Our Built Infrastructure - 67 projects on track, 2 projects not progressing
3. Our Future Planning - 34 projects on track, 4 projects delayed, 1 not progressing
4. Our Social Vitality - 65 projects on track, 1 project delayed, 2 projects not progressing
5. Our Civic Leadership - 57 projects on track, 4 projects delayed



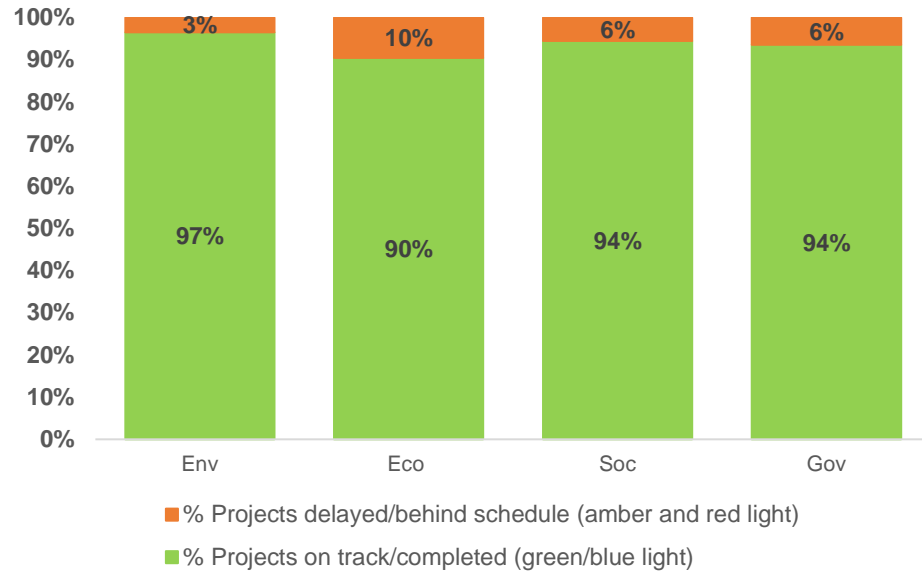
2.3 Project Status by Division

The chart below shows project status by Division, as tracked against the Operational Plan 2019/20.



2.4 Project Status by Quadruple Bottom Line (QBL) link

The chart below shows project status by QBL pillar. Each project and service are linked to an element of the QBL- social, environmental, economic and governance, that it contributes to.



Direction 1: OUR LIVING ENVIRONMENT

Council is committed to sustaining the effects of population growth on the natural environment right now and in the future. North Sydney's natural environment is accessible to all. Recreational and social activities have been offered throughout the quarter with a focus on environmental sustainability.

During the quarter, 22 Bushcare workshops and events were held, including school holiday activities, Schools Tree Day, and talks on brush turkeys, possums, fungi and other wildlife. The Native Havens program supplied free local native plants, advice and support to residents with havens on their private land.

Energy and water conservation community and business education programs continued throughout Q1. These included the Better Business Program and Cityswitch for businesses and community education forums held at the Coal Loader Centre for Sustainability.

Single use plastics continues to be a focus. Council's *Single Use Plastics Policy* was adopted in Q1. Council is committed to taking all feasible and reasonable viable steps to phasing out single-use plastics for its operations, events, venues and Council owned properties.

The revised *Bushland Rehabilitation Plan 2019-2029*, that was publicly exhibited in August 2019, will guide the ongoing conservation and rehabilitation of Council's bushland reserves, native species and biodiversity for the next decade.













The Milson Park boat ramp upgrade commenced in Q1 and will be opened for use in Q2 2019/20.

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.1.1.01	ENV	Implement the Bushcare community workshops and events program	Jul-18	Jun-21	22 events were held in Q1 2019/20. Including, school holiday activities, Schools Tree Day, talks on brush turkeys, possums, fungi and other wildlife.	●
1.1.1.02	ENV	Implement the Native Havens, Wildlife Watch and Adopt and Plot Program	Jul-19	Jun-21	Native Havens program supplies free local native plants, advice and ongoing visits and support to residents with havens on their private land. Wildlife kits are available at Council.	●
1.1.1.03	ENV	Implement the Bushland Plan of Management	Jul-19	Jun-21	Ongoing	●
1.1.1.04	ENV	Implement the Bushland Rehabilitation Plans	Jul-19	Jun-21	Implementation continues. New Bushland Rehabilitation Plans currently on public exhibition.	●
1.1.2.01	ENV	Implement the Coal Loader Centre for Sustainability Business Plan	Jul-18	Jun-21	Business Plan, including the Platform Activation Strategy continuing to be implemented.	●
1.1.3.01	ENV	Support the HarbourCare program	Jul-18	Jun-21	34 active Harbourcare volunteers and 21 sites in Q1 2019/20.	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.1.3.02	ENV	Implement water quality improvement programs	Jul-18	Jun-21	Education programs for the business and residential communities, including micro plastics beach audits, and quarterly water testing.	●
1.2.1.01	ENV	Implement energy and water conservation community and business education programs	Jul-18	Jun-21	These programs continued this quarter and included the Better Business Program and Cityswitch for businesses and education forums held at the Coal Loader for the community. Single use plastics continues to be a focus.	●
1.2.1.02	ENV	Support, initiate and promote waste related workshops and community events	Jul-18	Jun-21	Programs continued Q1 2019/20 primarily on weekends at the Coal Loader.	●
1.2.1.03	ENV	Coordinate with regional waste and recycling organisations to develop regional waste reduction community education and awareness program	Jul-18	Jun-21	Council works cooperatively with NSROC on these waste programs.	●
1.2.1.04	ENV	Implement Waste Education Community Education Program	Jul-18	Jun-21	Waste education programs continued Q1 2019/20.	●
1.2.1.05	ENV	Implement the Green Events and Workshops Program	Jul-18	Jun-21	Green Events and workshops continued Q1 2019/20	●
1.2.1.06	ENV	Develop and implement energy and water efficiency guidelines for Council buildings	Jul-19	Jun-20	Preparing energy and water efficiency guidelines for all of Councils buildings	●
1.2.2.01	ENV	Prepare the Environmental Sustainability Action Plan	Jul-18	Jun-19	Finalisation of Strategy delayed, due to delay in technical information provision. Revised scheduled end date is Jun-20	●
1.2.2.02	ENV	Implement the Environmental Sustainability Action Plan	Jul-19	Jun-21	New Sustainability Plan due to be presented to Council for public consultation.	●
1.2.2.03	ENV	Implement the Greenhouse Action Plan and Water Management Plan	Jul-18	Jun-21	Ongoing	●
1.2.2.04	ENV	Review the Greenhouse Action Plan and Water Management Plan	Jul-19	Jun-20	Review to follow implementation of 1.2.2.03	●
1.2.2.05	ENV	Maximise Council's efforts to reduce energy and water use to reach reduction goals	Jul-18	Jun-21	Linked to the Greenhouse Action Plan implementation Q1 2019/20.	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.2.2.06	ENV	Increase Council's renewable energy capacity	Jul-18	Jun-21	Examining regional opportunities.	●
1.2.2.07	ENV	Participate in the NSROC Waste Strategy	Jul-18	Jun-21	Council works cooperatively with NSROC on these regional waste strategies.	●
1.2.2.08	ENV	Explore options for resource recovery and alternative waste treatment	Jul-19	Jun-21	Statutory complications with recycling and waste disposal/processing hindering any meaningful advances.	●
1.2.3.02	ENV	Undertake energy, water and waste reporting	Jul-18	Jun-21	Reporting undertaken on a yearly basis, no reporting required Q1 2019/20	●
1.2.4.01	ENV	Consider the impacts of climate change in Council's plans, strategies and policies	Jul-18	Jun-21	Climate change considered in all significant Council plans.	●
1.2.3.03	ENV	Implement activities and programs to schools, businesses and the community to reduce the ecological footprint of the North Sydney LGA	Jul-18	Jun-21	Council employs a suite of programs to encourage the broader community to be more sustainable.	●
1.2.4.02	ENV	Support the Fire Service in the management of bushfire risk	Jul-18	Jun-21	Ongoing support and participation provided.	●
1.2.4.03	ENV	Contribute to the development of the Mosman-North Sydney Local Emergency Management Plan	Jul-18	Jun-21	Council continued to contribute to the development of this plan. Links to 2.1.3.02	●
1.3.1.01	ENV	Implement the Street Tree Strategy	Jul-18	Jun-21	Ongoing	●
1.3.1.03	ENV	Implement the Urban Forest Strategy	Jul-18	Jun-21	Ongoing	●
1.3.2.01	ENV	Support community in the development of community gardens, rooftop and hard surface greening	Jul-18	Jun-21	Streets Alive and community gardening programs implemented.	●
1.3.2.03	ENV	Establish a community garden at Grasmere Reserve, Cremorne	Jul-19	Jun-20	Consultation occurred during Q1 2019/20. Project pending site visit by Councilors	●
1.3.3.01	SOC	Underground overhead powerlines as opportunities arise	Jul-18	Jun-21	Opportunities undertaken as they become available	●
1.4.1.01	SOC	Provide opportunities to expand a network of multipurpose, accessible, fit for purpose open space, parks and recreation facilities for people	Jul-18	Jun-21	Ongoing	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
		of all ages and abilities, that respond to the needs of communities as the population grows				
1.4.1.02	SOC	Investigate opportunities to provide new open space	Jul-18	Jun-21	Ongoing	●
1.4.1.03	SOC	Deliver shared and co-located sports and recreational facilities including shared school grounds, when opportunities arise	Jul-18	Jun-21	Met with Shore School Q1 2019/20 to determine how the community may have access to their facilities when completed	●
1.4.1.04	SOC	Participate in the NSROC Regional Sportsground Management Strategy	Jul-18	Jun-21	The NSROC Regional Sportsground Management meet quarterly.	●
1.4.1.05	SOC	Investigate potential additional public open space opportunities	Jul-18	Jun-21	Implementation ongoing as opportunities arise	●
1.4.1.06	SOC	Pursue contact with public schools and owners of private facilities to lease these for public use	Jul-18	Jun-21	Ongoing	●
1.4.1.07	SOC	Pursue opportunities with owners of land with potential for use as public open space and to lease these for public use	Jul-18	Jun-21	Perusing opportunities to acquire the Waverton Bowling Club as public land for recreation. Community consultation undertaken Q1 2019/20	●
1.4.1.08	SOC	Upgrade Robertson's Point Lookout at Cremorne Reserve	Jul-19	Jun-20	Detail design and documentation commenced	●
1.4.1.09	SOC	Upgrade amenities block wastewater system at Blues Point Reserve	Jul-19	Jun-20	Detail design and documentation commenced	●
1.4.1.10	SOC	Upgrade amenities block at Balls Head Reserve	Jul-18	Jun-20	Preliminary investigations and surveys completed. Detailed design stage commenced.	●
1.4.1.11	SOC	Expand open space at Hume Street, Crows Nest	Jul-18	Jun-20	DA approved, detail design to commence Q2 2019/20	●
1.4.1.14	SOC	Upgrade fences, furniture and signs at parks	Jul-18	Jun-21	Ongoing improvements program delivered effectively	●
1.4.2.01	SOC	Improve and manage access to foreshores and waterways for recreation, tourism, cultural events and water-based transport	Jul-18	Sep-18	Hayes Street Beach and Kurraba Reserve small watercraft storage projects completed. Milson Park boat ramp improvements commenced and will be completed Q2 2019/20	●
1.4.2.03	SOC	Provide water craft storage facilities	Jul-19	Jun-20	Ongoing, see 1.4.2.01 comments	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.4.2.05	SOC	Work with the Harbour Trust to create parkland at the former HMAS Platypus site at Neutral Bay	Jul-18	Jun-21	Ongoing discussion with Harbour Trust	
1.4.3.01	SOC	Consider the needs of all community members when carrying out park and reserves upgrades	Jul-18	Jun-21	Ongoing	
1.4.1.21	SOC	Implement the Tunks Park Plan of Management	Jul-19	Jun-21	Preliminary investigations commenced	
1.4.3.02	SOC	Upgrade lighting in Burton Street tunnel	Jul-19	Jun-20	Project design finalised, going to RFQ Q2 2019/20	
1.4.1.22	SOC	Review the St Leonards Park Plan of Management	Jul-19	Jun-21	New draft Plan of Management complete. Waiting for further instructions and direction from Department of Crown lands before proceeding.	
1.4.1.23	SOC	Implement Bradfield Park South Masterplan	Jul-19	Jun-21	No funding allocated for implementation, awaiting owners consent from RMS to progress development application	
1.4.1.24	SOC	Review the North Sydney Olympic Pool Marketing Plan	Jul-18	Jun-21	The NSOP marketing plan will be broadly addressed in conjunction with the NSOP complex redevelopment. However, special events, projects and services are being explored and facilitated on an ongoing basis.	
1.4.1.25	SOC	Investigate feasibility of profit-making services of activities to contribute to the financial performance of NSOP (North Sydney Olympic Pool) facilities	Jul-19	Jun-21	Options being explored as part of complex redevelopment	
1.4.1.26	SOC	Install temporary grandstand shade cover at North Sydney Olympic Pool	Jul-19	Mar-19	On track to coincide with schools' swimming carnivals bookings term 1 2020.	
1.4.1.27	SOC	Upgrade turf at Milson Park	Jul-19	Jun-20	Project completed and will be opened for use in Q2 2019/20	
1.4.1.28	SOC	Upgrade oval playing surface at Forsyth Park	Jul-19	Jun-20	Tendering for project completed. Contract currently being executed. Works on site are expected to start Q2 2019/20	
1.4.1.30	SOC	Upgrade Gadyan walking track at Berry Island	Jul-19	Jun-20	Pre construction work commenced.	

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.4.1.33	SOC	Upgrade playground at St Thomas Rest Park	Jul-19	Jun-20	Preliminary design commenced	●
1.4.1.34	SOC	Upgrade goal posts at sportsgrounds	Jul-19	Jun-20	Quotes are currently being sought	●
1.4.1.39	SOC	Upgrade playground at Sirius Street Reserve	Jul-19	Jun-20	Survey and design completed	●
1.4.1.43	SOC	Review the Neighbourhood Parks Plan of Management	Jul-19	Jun-21	New draft Plan of Management for Neighbourhood Park is nearing completion. Once complete will wait for further direction from Department of Crown lands before proceeding.	●
1.4.1.44	SOC	Review the Foreshore Parks and Reserves Plan of Management	Jul-19	Jun-21	New draft Plan of Management is yet to commence. Once complete, require direction from Department of Crown lands before proceeding.	●
1.4.1.45	SOC	Review the Sportsground Plan of Management	Jul-19	Jun-21	New draft Plan of Management yet to commence, once complete require direction from the Department of Crown lands before proceeding.	●
1.4.1.46	SOC	Review the Bushland Plan of Management	Jul-19	Jun-21	New draft Plan of Management for Bushland is almost complete. Once complete, will wait for direction from Dept of Crown lands before proceeding.	●
1.4.1.47	SOC	Implement the Anderson Park Masterplan	Jul-19	Jun-21	Stage 1 implementation has commenced (refresh of foreshore area). Will complete by Q4 2019/20	●
1.4.4.01	SOC	Identify major regional and sporting events that may be attracted to North Sydney	Jul-18	Jun-21	Eight-year use agreement signed off with Cricket Australia.	●
1.4.4.02	SOC	Work with local, state and national sporting groups to attract state and national titles	Jul-18	Jun-21	Links to 1.4.4.01	●
1.4.4.03	SOC	Prepare bids to secure regional and sporting events	Jul-18	Jun-21	Links to 1.4.4.01 and 1.4.4.02	●
1.4.4.04	SOC	Implement the North Sydney Oval Business Plan	Jul-18	Jun-21	Implemented to schedule	●
1.4.4.05	SOC	Implement the North Sydney Oval Plan of Management	Jul-18	Jun-20	Implemented to schedule	●
1.4.4.07	SOC	Grow North Sydney Oval's food and beverage business	Jul-18	Jun-19	Beverage sales exceeding target for Q1 2019/20	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
1.4.4.09	SOC	Upgrade outdoor video screen at North Sydney Oval	Jul-18	Jun-20	Brief prepared for a consultant to complete DA.	●
1.4.5.01	SOC	Advocate the relevant State Government departments to allow for permission to access space for Sydney Harbour highline project	Jul-18	Jun-19	Ongoing	●
1.4.6.01	SOC	Investigate the feasibility of providing for additional public open space over the Warringah Freeway	Jul-18	Jun-21	Ongoing discussions with the State Government	●

Direction 2: OUR BUILT INFRASTRUCTURE

Council is focussed on ensuring adequate infrastructure to support population growth. This involves ensuring assets are well maintained and constructed to meet community needs.

In August 2019 following community consultation, Council resolved a temporary trial of the closure of Young Street, for a period of three months taking place early in 2020 (subject to necessary approvals). This is to assess the benefits/impacts of the proposed closure that will assist bus movements down Military Road and deliver a new community/open space and improving pedestrian accessibility in the Neutral Bay Shopping Village. The temporary plaza will be installed in Q3 2019/20.

Council also endorsed the draft *40km/h and 10km/h Shared Zone Masterplan* in August 2019, which commenced public exhibition. This is a review of the existing road networks in the North Sydney LGA identifies opportunities to create a safer road environment for all road users by reducing traffic speeds.





As of its *Parking Meter Strategy*, Council continued to review parking restrictions around the commercial and fringe areas to better enhance turn over.

The development application for the North Sydney Olympic Pool complex development was lodged. The Stage 3 documentation for tender and construction will commence in parallel with the DA exhibition and assessment process.

Implementation of the Road Safety Action Plan continued, including education and awareness programs, child restraint checking day, and the 'Slow Down' campaign addressing speeding was rolled out including bollard wraps.

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
2.1.1.01	SOC	Undertake asset condition surveys and update Asset Management Plans per asset class	Jul-18	Jun-21	Condition Survey for road pavements, bus shelters, fences, footpaths, Street and Park Furniture 80% completed. Asset Management Plans will be updated using the updated condition data.	●
2.1.1.02	SOC	Undertake asset valuations and review asset useful lives	Jul-18	Jun-21	Unit Rates have been reviewed. Useful lives have been reviewed. Asset valuations will be completed on completion of the condition survey	●
2.1.1.03	SOC	Implement the Asset Management Plans per asset class	Jul-18	Jun-21	Implemented in accordance with available funding for each program. Refer to respective Capital Works Programs for status per asset class.	●
2.1.1.04	SOC	Implement the Asset Management Strategy	Jul-18	Jun-21	Ongoing	●
2.1.1.05	SOC	Implement footpath capital works program	Jul-18	Jun-21	Program scoped for 2019/20. Projects are being allocated to suitable contractors on a job-by-job basis	●







Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					and are on track for Q4 2019/20 completion - in line with expectations.	
2.1.1.06	SOC	Implement kerb and gutter capital works program	Jul-19	Jun-20	Scoped and allocated to contractors	●
2.1.1.07	SOC	Implement drainage capital works program	Jul-18	Jun-20	Scoped and allocated to contractors	●
2.1.1.08	SOC	Implement roads capital works program	Jul-19	Jun-20	Purchase orders raised for 2019/20 Roads Program.	●
2.1.1.09	SOC	Implement retaining walls capital works program	Jul-19	Jun-20	Works well ahead of schedule. Expected completion early 2020.	●
2.1.1.10	SOC	Implement seawalls capital works program	Jul-19	Jun-20	Scoped and out to tender	●
2.1.1.11	SOC	Implement marine structures capital works program	Jul-19	Jun-20	Projects in design phase, expected completion Q4 2019/20	●
2.1.1.13	SOC	Implement gross pollutant trap upgrade program	Jul-19	Jun-20	2019/20 program at tender stage	●
2.1.1.14	SOC	Prepare transport and traffic infrastructure capital works program	Jul-18	Jun-21	Program in planning and will comprise projects identified in the LATM Action Plans based on current priorities and available funding.	●
2.1.1.15	SOC	Implement transport and traffic infrastructure capital works program	Jul-18	Jun-21	In planning. All projects will be completed by end Q4 2019/20	●
2.1.1.16	SOC	Implement improvements to Works Depot	Jul-19	Jun-20	Major clean-up of the Depot completed in Q1 2019/20. Design for installing a new roof over the external storage area has been completed and out to a request for quotation. Works will commence in Q2 2019/20.	●
2.1.1.17	SOC	Investigate options to deliver components of Parraween Street car park re-development	Jul-18	Jun-21	Small scope of works prepared to undertake Public Domain Improvements along the Paraween St carpark frontage. Works to commence in Q3 2019/20.	●
2.1.2.01	SOC	Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets	Jul-18	Jun-21	Grant obtained from the RMS in Q1 for \$807,000 to implement new 40km Zones and associated traffic calming works in Kirribilli and Milson Point Village Centres.	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
2.1.3.01	SOC	Prepare site security assessments for high profile places of public congregation	Jul-19	Jun-20	Exploring Federal funding opportunity	
2.2.1.01	SOC	Implement Public Domain Style Manual and Design Codes	Jul-18	Jun-21	Ongoing	
2.2.1.02	SOC	Implement the Public Amenities Strategy	Jul-18	Jun-21	Scheduled completion November 2019.	
2.1.1.12	SOC	Implement safety barriers capital works program	Jul-19	Jun-20	Projects in design phase, expected completion Q4 2019/20	
2.2.1.03	SOC	Implement the North Sydney CBD Upgrade Program	Jul-18	Jun-21	Works are well underway on existing projects, primarily around the Post Office block. Other smaller projects have been identified and will be scoped up for completion in Q3 2019/20	
2.2.1.04	SOC	Upgrade public domain along Military Road, Cremorne and Neutral Bay associated with the introduction of B-Line	Jul-18	Jun-21	Works have been tendered and awarded and are continuing in line with expectations	
2.2.1.06	SOC	Implement the capital works program for North Sydney CBD	Jul-18	Jun-21	Links to 2.2.1.03	
2.2.1.07	SOC	Implement the public domain for Crows Nest Masterplan	Jul-18	Jun-21	The Alexander St project is 90% complete, awaiting supply of new light poles.	
2.2.1.08	SOC	Implement the public domain for Education Precinct Masterplan	Jul-18	Jun-21	Charles and Napier St project completed. The works included new paving, planter beds and street furniture.	
2.2.1.09	SOC	Implement the public domain for Cremorne and Neutral Bay Masterplans	Jul-18	Jun-21	Several projects have been identified to support the B-Line works.	
2.2.1.10	SOC	Implement the capital works program for St Leonards Masterplan	Jul-18	Jun-21	Atchison St project has been awarded. Expected commencement Q2 2019/20 for completion Q3/4 2019/20	
2.2.1.11	SOC	Undertake gateway treatments throughout LGA	Jul-18	Jun-21	No funding for this project in 2019/20	
2.3.1.01	SOC	Advocate the state government to improve planning and delivery of integrated and efficient public transport	Jul-18	Jun-21	Council staff participate at state government forums on major projects expected to impact on the local area including Sydney Metro, B-Line, Northern Beaches Tunnel, Western Harbour Tunnel	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
2.2.2.01	SOC	Prepare lighting strategy	Apr-19	Jun-20	Consultants engaged and works commenced in accordance with the Public Domain Lighting Code and Masterplan	●
2.1.3.02	SOC	Prepare Joint Emergency Plans	Jul-18	Jun-21	Review of Local Emergency Management Plan completed by the Local Emergency Management Committee in 2018/19 and endorsed by the Sydney Metropolitan Regional Emergency Management Committee. Council participation is ongoing.	●
2.3.1.02	SOC	Implement community education campaigns that encourage active transport/use of public transport and alternative modes of transport	Jul-18	Jun-21	Council collaborated with surrounding local government areas to conduct monthly community activation events to encourage walking and cycling	●
2.2.2.02	SOC	Upgrade streetscape lighting in North Sydney CBD	Jul-18	Jun-20	Works progressing in line with expectations.	●
2.3.1.03	SOC	Implement the North Sydney Integrated Cycling Strategy	Jul-18	Jun-21	Ridge St Stage 1 cycle path completed. Planning and consultation for Ridge Street Stage 2 cycle path underway for completion in Q2 2019/20. Minor upgrade works including resurfacing and update of existing on-road cycle lanes progressing	●
2.2.2.03	SOC	Upgrade streetscape lighting in village centres	Jul-18	Jun-21	This is progressing in line with projects identified in the Lighting Code. Links to 2.2.2.01	●
2.1.3.03	SOC	Respond to emergencies	Jul-18	Jun-21	No major emergencies recorded in the North Sydney LGA in Q1 2019/20.	●
2.3.1.04	SOC	Implement Priority Cycling Route 2 - Young St	Jul-19	Jun-21	Design for Young St cycle path submitted to the RMS for review. Community consultation to be prepared Q2 2019/20	●
2.3.1.05	SOC	Provide bike rail facilities for cyclists	Jul-18	Jun-21	New rails installed in Alexander St, Crows Nest and Blue St North Sydney. New rails to be installed in Cremorne in Q3 2019/20.	●
2.3.1.06	SOC	Monitor bike share schemes and work with operators to improve management of schemes	Jul-18	Jun-21	Bike share operators are not currently operating in North Sydney due to the new State Government Legislation. Ongoing monitoring continuing.	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
2.3.1.07	SOC	Upgrade shared zone at Grosvenor Lane, Neutral Bay	Jul-18	Jun-20	Project designed/tendered and awarded. Expected completion Q4 2019/20	●
2.3.1.08	SOC	Implement the Transport Strategy	Jul-18	Jun-21	Various transport initiatives and advocacy opportunities continue to be pursued in general accordance with the North Sydney Transport Strategy	●
2.3.1.09	SOC	Participate in TfNSW Travel Choices Program	Jul-19	Jun-20	Council has submitted an award nomination to the Travel Choices Program based on success with staff bike fleet which has now traveled more than 2,500kms.	●
2.3.1.10	SOC	Implement Active Transport - Young Street, Neutral Bay	Jul-18	Jun-21	Council resolved on 26 August 2019 to install a temporary Plaza in Young St to trial the concept and assess the benefits/impacts of the proposal. The temporary plaza will be installed in Q3 2019/20. Project eligible to be 100% funded through either the TfNSW funding deed of agreement or RMS Active Transport Grants.	●
2.1.4.01	SOC	Prepare Flood Study	Jul-18	Jun-20	Work is progressing. Information flyers have been identified and currently scoping notifications required.	●
2.3.2.01	SOC	Liaise and coordinate with TfNSW on the Metro project	Jul-18	Jun-21	Collaboration with the NSW Government's Design Review Panel and direct liaison with Lend Lease beneficial. In the case of the latter, complications with the planning controls being requested to be amended through the Department of Planning and the stalled design process for the OSD.	●
2.4.1.01	SOC	Implement the North Sydney Integrated Traffic and Parking Strategy	Jul-18	Jun-21	Implemented through the local area traffic management action plans (LATMs) and parking reviews.	●
2.3.1.11	SOC	Implement Active Transport - intersection Oxley and Albany Streets, Crows Nest	Jan-19	Jun-20	Construction contractor engaged. Construction scheduled to commence Q2 2019/20 for duration of 8 weeks, weather permitting.	●
2.4.1.02	SOC	Implement Local Area Traffic Management Action Plans	Jul-18	Jun-21	All traffic and parking initiatives are implemented through the adopted local area traffic process. LATMs updated annually and progress is reported to Council. Parking managed with reference to the Traffic and	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					Parking Strategy. LATMs updated on Council's website in September 2019 to show completed and new projects.	
2.3.2.02	SOC	Liaise and coordinate with TfNSW on the proposed Western Harbour Tunnel and Beaches Link project	Jul-18	Jun-21	Little development from the NSW Government's Q1 2019/20. Council staff remain ready to participate, collaborate or advocate on design or other action items as they are presented.	●
2.3.1.12	SOC	Implement Active Transport - Winter Avenue, Neutral Bay	Jan-19	Jun-21	Works at the intersection between Winter Ave and Alfred Street North scheduled for Q2 2019/20	●
2.4.1.03	SOC	Design and implement pedestrian/traffic signals and associated works at Gerard Street and MacPherson Street	Jul-19	Jun-21	Traffic signal design completed and referred to RMS for review.	●
2.3.2.03	SOC	Advocate for continued improved public transport on Spit Road/Military Road transport corridor to the Warringah Peninsula and Northern Beaches	Jul-18	Jun-21	Pursued via the Military Road Corridor Planning Study.	●
2.3.1.13	SOC	Implement Active Transport - Kurraba Road	Jan-19	Jun-21	Project design has been submitted to the RMS for review	●
2.3.2.04	SOC	Participate in the Northern Beaches Transport Masterplan	Jul-18	Jun-21	Council officers attended a series of Northern Sydney Transport Infrastructure Strategy Workshops, facilitated by NSROC to frame strategic direction for transport planning at a regional level.	●
2.1.5.01	SOC	Liaise with education institutions regarding public accessing facilities outside of school hours	Jul-18	Jun-21	No opportunities in Q1 2019/20.	●
2.4.2.01	SOC	Investigate funding opportunities and apply for grant funding for new and upgrade of traffic, pedestrian and cycling facilities	Jul-18	Jun-21	Council was successful with two RMS applications through the NSW Government's Active Transport program for 2019/20. The Albany and Oxley Sts Crows Nest upgrade of existing pedestrian infrastructure at intersection; and priority cycle ways at Ridge and Miller Sts North Sydney	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
2.4.2.02	SOC	Advocate TfNSW for improved pedestrian safety at Rangers Road and Hampden Avenue, Cremorne	Jul-18	Jun-21	Upgrades to these intersections are planned for implementation as part of the B-Line project managed by TfNSW. Council officers are in ongoing discussions with B-Line team about designs that have been presented.	
2.1.6.01	SOC	Redevelop North Sydney Olympic Pool complex	Jul-18	Jun-21	DA for the North Sydney Olympic Pool has been lodged. The Stage 3 documentation for tender and construction will commence in parallel with the DA exhibition and assessment process.	
2.4.3.01	SOC	Undertake a review of car parking restrictions	Jul-18	Jun-21	In Q1 2019/20 Council completed consultation for Crows Nest/Wollstonecraft Areas 12 and 13 and Crows Nest Area 19 (east of Alexander St) will be reported to the Traffic Committee in November 2019	
2.4.3.02	SOC	Manage car share parking	Jul-18	Jun-21	One application for a new car share space is being processed in accordance with the Car Share Policy, including community consultation. A consultant has been engaged to undertake detailed analysis of car share demand across the LGA to inform a review and update of Council's policy.	
2.3.5.01	SOC	Implement the Road Safety Action plan including education and awareness programs	Jul-18	Jun-21	Schools campaign - Term 3 newsletter distributed; information on u-turns distributed; liaising with schools on parent behaviour. Child restraint checking day held - 70 participants, 111 child car seats checked, adjusted or installed. Speed - continued roll out of 'Slow Down' bollard wraps and responding to resident requests. 2020 Road Safety Calendar artwork finalised. Planning for upcoming senior road safety workshops. Key RMS messages promoted.	
2.3.6.01	SOC	Monitor advances in new forms of travel	Jul-18	Jun-21	Council continues to monitor advances in travel options including driverless car technology, bike share, ride share and car share schemes. Draft strategy for Taxi and Ride Sourcing is being prepared for consideration by Council in Q2 to support travel demands and trends.	

Direction 3: OUR FUTURE PLANNING

North Sydney is a great place to do business, with strong economic growth balanced with environmental and social wellbeing.

The *North Sydney Smarty City Strategy* was adopted in September following a two-stage community consultation. The Strategy recognises that North Sydney is in the infancy of its journey to becoming a smart city, and the initiatives are intended to increase our smart city maturity. A new co-working space was negotiated as part of a voluntary planning agreement for the development of 100 Christie St, St Leonards. The delivery timing depends on development of the site.









Review of Council's Local Environment Plan continued with the draft *Local Strategic Planning Statement (LSPS)* and *Local Housing Strategy (LHS)* exhibited during Q1 2019/20. The LSPS outlines Council's direction for housing, employment, transport, recreation, environment and infrastructure. The LHS defines where housing will be provided in North Sydney LGA to accommodate the Greater Sydney Commission's *North District Plan* for growth.








From mid-2020 operation of the Ward Street Car Park will return to Council. Implementation of the *Ward Street Masterplan* commenced, following its adoption in June 2019. Including establishment of a governance structure, probity plan and communication plan.











A supplier was appointed for the air quality monitoring station to be established in St Leonards Park. This is in response to community requests per the NSW Government's proposed Western Harbour Tunnel and Beach Link project.










The new electronic lodgment system for development applications was implemented in Q1 2019/20. The system is more efficient for both customers and staff and reduces the number of hard copy plans required. Further enhances will be finalised in Q2 2019/20, with the 4.55 application and amended plans forms going live.

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
3.1.1.01	SOC	Monitor development controls to allow for diverse mix of businesses	Jul-18	Jun-21	Pursued via the preparation of the Local Strategic Planning Statement (LSPS)	●
3.1.2.01	ECO	Implement the Economic Development Strategy	Jul-18	Jun-21	Ongoing	●
3.1.2.02	ECO	Conduct the Business Network event series, including Business Buzz	Jul-18	Jun-21	Maximizing Your Say Revenue event held 19 September 2019. Planning for Data Buzz event underway.	●
3.2.1.01	ECO	Create opportunities for commercial centre growth	Jul-18	Jun-21	Planning Proposal and its gazettal prepared in October 2018 that increased development potential and height in areas capable of accommodating additional capacity within environmental limits.	●
3.2.1.02	ECO	Prepare the Northern CBD Precinct Planning Study	Jul-19	Jun-20	Delay in the appointment of preferred consultants through the tender process. Stage 1, preliminary consultation completed which will provide useful input into the planning work ahead.	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
3.1.3.01	ECO	Support local Chambers of Commerce and peak bodies representing local businesses	Jul-18	Jun-21	Ongoing	
3.2.2.01	ECO	Develop and implement land use and infrastructure plans which strengthen the competitiveness of the North Sydney CBD	Jul-18	Jun-20	Council adopted the Capacity and Land Use Strategy in 2017 as the basis to prepare an amendment to the LEP this is now complete. Infrastructure plans continue to be pursued through stage 2 of the Public Domain Strategy, implementation of the Ward Street Masterplan, Laneways Strategy, closure of Miller St and other smaller projects through EPS division.	
3.2.2.02	ECO	Implement North Sydney CBD Marketing Campaign	Jul-18	Jun-21	Partnered with Greenwood for successful snow week featuring snowboarding demonstrations and September Lunch Club which was circus themed and very well attended.	
3.3.1.03	ECO	Provide information resources to targeted industries and businesses	Jul-18	Jun-21	Ongoing, as required.	
3.1.4.01	ECO	Participate in the State Government's Easy to Do Business Program	Jul-18	Jun-21	Ongoing	
3.3.2.01	ECO	Explore option of providing a co-working space through voluntary planning agreement	Jul-18	Jun-21	A co-working space has been negotiated to be provided as part of the development of 100 Christie St, St Leonards. The timing of the delivery depends on development of the site. Note: the imposition of a "State Contribution Charge" by the NSW Government, may undermine the delivery of this facility.	
3.4.1.01	ECO	Maintain a contemporary Local Environmental Plan	Oct-18	Jun-20	Preparation of various documents, including the LEP Health Check, Local Strategic Planning Statement and ultimately Planning Proposal to amend the North Sydney LEP, are the basis for maintaining a contemporary LEP, which is consistent with the Greater Sydney Commission's North District Plan.	
3.1.4.02	SOC	Consult to gauge community expectation in relation to both café and restaurant trading hours and the permissibility of small bars in Kirribilli Village and Milsons Point	Jul-18	Dec-18	Report presented to Council meeting 23 September 2019 outlining a preferred regulatory pathway, including LEP and DCP amendments. Planned to be formally reported for endorsement late 2019.	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
3.2.3.02	ECO	Prepare the implementation strategy for North Sydney CBD Public Domain Strategy	Jul-19	Jun-21	Strategy (Stage 1) was adopted in 2019. Stage 2 is currently being prepared and proposed to be reported to Council and exhibited in early 2020.	
3.4.1.02	ECO	Maintain a contemporary Development Control Plan in conjunction with the local Environmental Plan	Jul-19	Jun-21	Preparation of various documents, including the LEP Health check, LSPS and ultimately Planning Proposal to amend the North Sydney LEP, are the basis for maintaining a contemporary LEP and DCP, which is consistent with the Greater Sydney Commission's North District Plan.	
3.2.3.03	ECO	Implement the Ward St Masterplan	Jul-19	Jun-21	Council endorsed the Ward Street Masterplan in June 2019. Implementation Strategy was endorsed by Council in September 2019.	
3.4.1.03	ECO	Advance land use projects and proposals that promote economic development, sustainability and neighbourhood quality of life	Oct-18	Jun-19	Council continues to develop place-based planning projects and studies that achieve this action. Examples include the preparation of the Military Road Corridor Planning Study, Northern CBD Planning Study, Ward Street Masterplan. These are reinforced by the preparation of the North Sydney LSPS to be presented to Council, in November 2019.	
3.4.1.04	ECO	Implement the North District Plan in partnership with the Greater Sydney Commission, by developing the Local Strategic Planning Statement	Jul-19	Jun-21	The LSPS was endorsed by Council for exhibition at its meeting in June 2019. The Strategy was exhibited between July and August 2019 and will be reported to Council for final endorsement November 2019.	
3.4.1.05	SOC	Review Council's strategic planning framework to implement the employment targets of the Greater Sydney Commission North District Plan	Jul-19	Jun-20	Council has completed the Planning Proposal for the North Sydney CBD (October 2018) which increased commercial development capacity, endorsed the Ward Street Masterplan, which significantly increases commercial floor space opportunities, exploring options to increase employment floor space in the Military Road Corridor and has lobbied strongly to ensure that the State Government plans for St Leonards/Crows Nest include reasonable levels of employment land capacity and growth.	
3.4.1.06	SOC	Review Council's advertising and signage policy	Jul-19	Dec-19	Project due to commence once all other components of the LEP Review are finalised.	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
3.4.1.07	SOC	Integrate ecological sustainable development considerations into Council's development controls	Jul-18	Jun-21	Objectives of this action addressed in the LSPS, which is planned to be reported to Council in November 2019.	
3.4.1.08	SOC	Implement electronic lodgment system for development applications	Jul-18	Dec-19	Software implemented and being utilised by technical staff. Very positive feedback received from customers in relation to the better lodgment system and the reduction of plans required. To be finalised in Q2 2019/20 with the remaining associated applications forms (i.e. 4.55 application and amended plans forms) updated and released by late October 2019.	
3.4.1.09	SOC	Review Council's developer contributions framework	Jul-19	Jun-20	Expected to be finalised by June 2020.	
3.1.5.01	ECO	Prepare the Visitor Economy Strategy	Oct-18	Dec-19	Draft Strategy and Action Plan publicly exhibited during Q1 2019/20.	
3.4.2.01	SOC	Respond to reforms in planning process and advocate on behalf of community	Jul-18	Jun-21	The most significant reform process currently occurring is the preparation for the LSPS addressed in action 3.4.1.04. Other reforms (major and minor) are dealt with as required.	
3.5.1.01	SOC	Regulate activities to minimise impacts on the environment and public health	Jul-18	Jun-21	Ongoing	
3.4.2.02	SOC	Prepare Community Participation Plan in accordance with EP&A Act change, informing the community on how they can participate in planning decisions	Jun-19	Dec-19	Amended Community Engagement Protocol (incorporating the Community Participation Plan) was publicly exhibited during Q1 2019/20. Post exhibition report being prepared for Nov Council meeting.	
3.5.1.02	SOC	Implement the North Sydney Construction Works Management Strategy	Jul-18	Jun-21	Ongoing	
3.1.6.01	ECO	Ensure resident participation in preparation of Visitor Economy Strategy	Oct-18	Dec-19	Majority of submissions received in response to Draft Strategy and Action Plan were from residents, largely in support.	
3.3.4.01	ECO	Prepare grant applications in partnership with local businesses and networks as opportunities arise	Jul-18	Jun-21	No opportunities Q1 2019/20.	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
3.4.3.01	SOC	Participate in the Department of Planning and Environment's Priority Precinct process and advocate for Council's planning objectives for the precinct	Jul-19	Jun-20	There has been very little information from the NSW Government on this project since the exhibition of the St Leonards/Crows Nest 2036 Plan in late 2018.	
3.3.4.02	ECO	Prepare a Data Sharing Policy	Jul-18	Jun-21	Draft Data Sharing Policy and guidelines prepared. Under internal review.	
3.3.5.01	ECO	Participation in the North Sydney Innovation Network	Jul-18	Jun-21	Ongoing attendance at steering committee meetings and participation in networking events.	
3.4.4.01	SOC	Prepare detailed design of North Sydney's Central Laneways Plan	Jul-19	Jun-20	Due to cluster of development activity in the precinct, partial design work has been undertaken by relevant proponents. Future detailed design will be required to resolve remaining precinct masterplan. The current level of development is providing the required impetus to reach ongoing agreements on the roll out of the design principles of the masterplan. Example is the completion of the of 100 Mount St development.	
3.4.4.02	SOC	Prepare Military Road Corridor Planning Study	Jul-18	Jun-20	Discussion papers were exhibited during August/September 2019 with a high response rate. This will provide input into the preparation of a Directions Paper outlining more specific and detailed actions and strategic directions.	
3.4.5.01	SOC	Conduct Design Excellence Panel	Jul-18	Jun-21	Ongoing	
3.4.6.01	SOC	Monitor heritage inventory and areas	Jul-18	Jun-21	Ongoing	
3.4.7.02	SOC	Prepare the Local Housing Strategy	Jul-18	Jun-21	Draft Local Housing Strategy (LHS) exhibited during July/August. To be reported to Council in October 2019 for final endorsement.	
3.4.7.03	SOC	Work in partnership with other levels of government and developers to increase the level of affordable housing in North Sydney	Jul-18	Jun-21	Ongoing, however, the LHS advocates that the Greater Sydney Commission take a leading role in this pursuit. This is also addressed in the LSPS.	

Direction 4: OUR SOCIAL VITALITY

The North Sydney lifestyle offers fantastic quality of life to its residents. Community members have access to the information and support services they require.

As part of the 'Meet the Experts' Workshop series, the "Effective Writing using plain English" workshop was held in September. This was well attended by community groups and received excellent feedback.






A series of 10 History Walks was launched in Q1 2019/20, available for free download from the Stanton Library's website or \$5 each. Public programs held which increase awareness of local history and heritage included a talk in conjunction with the History Council in July, Family History Week tour of the archives during Family History Week in August and a walk in Neutral Bay for History Week in September.

The *Events Strategy* was reviewed and publicly exhibited during Q1 2019/20. The Strategy focuses on three priority areas, improved strategic approach to event management; initiating and delivering new local and regional community events; and supporting events organised by external organisations.

The Planet X Youth Centre music studio re-furnished with new recording equipment, sound systems and instruments, further expanding the Centre's appeal to local young people.








Council's *Arts and Cultural Strategy 2019-21* was adopted. Q1 also showcased many arts and cultural programs and events, including lease of 246 Miller Street to North Sydney Community Centre for a pop-up shop showcasing local artists, exhibitions were mounted in the In-transit Art Space, and new public art was launched along the Military Road corridor as part of the B-line project, depicting historical figures of importance to Neutral Bay.










Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.1.10.01	SOC	Promote health and wellbeing activities through arts programs	Jul-18	Jun-21	Monthly Creating Wellbeing activities implemented: art, design and crafts; Landscape painting; calligraphic Ink; dry point intaglio.	
4.1.1.01	SOC	Implement the Disability Inclusion Action Plan	Jul-19	Jun-21	Planning underway for the Lost Bird Found Project scheduled Q2 2019/20. The project aims to increase awareness and promote conversations about mental health through the creation of handmade birds. The project has been running for 6 years. 28 groups partnered with Council, making more than 2000 birds which are hidden in the community for people to find and keep.	
4.1.11.01	SOC	Participate in Local Liquor Accords	Jul-18	Jun-21	Accord meetings attended; Council presentations provided as requested: late night trading; New Year's Eve; Alcohol Free Zones; Mary's House Donation	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.1.1.02	SOC	Support local community organisations assisting the community accessing the National Disability Insurance Scheme	Jul-18	Jun-21	Ongoing support and networking opportunities provided to Crows Nest Centre and Early Ed. The NDIS LAC has been invited to be involved in a local International Day of People with Disability event to be held in December.	
4.1.11.02	SOC	Participate in Lower North Shore Domestic Violence Network	Jul-18	Jun-21	Representatives from the LNS DV Network had a productive meeting with the Northern Sydney Police Area Command DV Team to improve liaison on DV issues. Also attended the LNSDV Network Meeting in August 2019 and held planning meetings on projects, including seminar on Coercive Control, the North Sydney White Ribbon Garden and running a '#1minutesilence4violence' event in December. The DV network will also have a stall at the Trent Zimmerman Seniors Expo in October.	
4.1.1.03	SOC	Update and promote translated information to the community	Jul-18	Jun-21	TIS contact number available on all North Sydney information brochures. Language Assistance Links including Migrant Quick Reference Guide available on Language Assistance page of Council's website. Explanation notes for Children's Services Guide available in Chinese, Japanese Simplified, Spanish and Hindi, based on Children's Library feedback. Arts & Culture Guide due to be translated into Chinese Simplified and Japanese in early 2020. Chinese translations due for DV event in December 2019.	
4.1.11.03	SOC	Participate in Lower North Shore Child and Family Interagency	Jul-18	Jun-21	Child and Family Interagency (C&FI) meeting attended in August. Along with the LNS DV Network, representatives of the C&FI working on engaging the local businesses and community in a "Crows Nest Safe Village Project". Council through the Grants Program funded the production of a 'Child and Family Services' referral brochure.	
4.1.1.04	SOC	Review the provision of information in community languages relevant to the North Sydney Community	Jul-18	Jun-21	Ongoing community language is reviewed based on ABS Census data and new arrivals, based on feedback from the Social Planner, other Council departments and the community. The Chinese community is still by	









Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					far the largest ESL in the North Sydney community, followed by Japan and Korea.	
4.1.2.01	SOC	Advocate to the State Government to ensure community service delivery meets evolving community needs	Jul-18	Jun-21	Advocacy in libraries (increased funding); child care additional BASC places; youth (less red tape reporting); aged and disabled (housing)	●
4.2.1.02	SOC	Implement the Arts and Cultural Development Plan	Jul-19	Jun-21	EOI for Artists' Studios complete, pop up shop in 246 Miller Street leased to North Sydney Community Centre. In-transit art space exhibition mounted, artists opportunities facilitated with RMS on Military Road corridor, St Peter's Park Sculpture installation completed	●
4.1.2.03	SOC	Implement the Family and Children Strategy	Jul-19	Jun-21	Priority strategies in the plan investigated and progressed. Mayor and Director CLS met with the NSW Department of Education to increase before and after school places. Requests for quote to incorporate after school care facilities at Forsyth Park Community Centre sent out. North Sydney Community Centre after school care is investigating an increase in numbers. Developing a Best Practice Guide for Above Ground Childcare Centres with KU childcare. STEAM based learning for children undertaken in Q1 2019/20 at Stanton Library.	●
4.1.2.04	SOC	Review the Family Day Care Business Plan	Jul-19	Jun-20	Following withdrawal of the Commonwealth operating subsidy the business Plan has been supplanted by the National Quality Framework. All targets met for Q1 2019/20.	●
4.2.1.04	SOC	Prepare a Public Arts Masterplan	Jul-19	Jun-20	Public Art Database updated in preparation	●
4.1.2.05	SOC	Implement the Family Day Care Business Plan	Jul-20	Jun-21	Quality Improvement Plan worked on throughout the quarter identifying strengths and weaknesses and strategies for overcoming weakness	●
4.2.1.05	SOC	Identify art projects that are eligible for funding	Jul-18	Jun-21	Unsuccessfully applied for Service NSW grant in partnership with Studio A	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.1.2.06	SOC	Review the Young People's Strategy	Jul-19	Jun-20	Youth Work in North Sydney: an action plan for development and early intervention 2016-21 adopted by Council under review.	●
4.2.1.06	SOC	Increase public awareness of the arts programming offered throughout North Sydney	Jul-18	Jun-21	Continued to promote the range of arts and cultural programs through hard copy promotional material, Council news (hard copy and digital) and regular posts on northsydneyartsandculture Facebook and Instagram.	●
4.1.2.08	SOC	Support youth development throughout North Sydney through the implementation, funding and management of youth programs	Jul-18	Jun-21	Ongoing programs and activities at Planet X Youth Centre to support young people. Self-defence course for girls in planning for launch in Q2 2019/20. Support to homeless young people who frequent the area or are residing at local youth refuges. Initial contact with the NSW Department of Education to organise a meeting with Principals/Schools focusing on disadvantaged/at-risk cohorts at schools.	●
4.1.2.09	SOC	Promote youth services and facilities throughout North Sydney	Jul-18	Jun-21	Draft artwork created for new/rebranding material for Planet X Youth Centre. Ongoing promotion of youth services/facilities/programs via Youth Interagency. Organisation of guest speakers, training, etc.	●
4.1.2.10	SOC	Coordinate and promote activities in Youth Week	Jul-19	Jun-20	Shoreshocked 2020 meeting planning commenced.	●
4.1.2.11	SOC	Upgrade facilities and equipment at Planet X Youth Centre	Jul-18	Jun-21	Music studio re-furbished. (Furniture and other equipment items planned for Q2 2019/20)	●
4.2.2.01	SOC	Investigate and implement ticketing for New Year's Eve	Jul-18	Dec-19	Quotes for ticketing services undertaken, ticketing company appointed and tickets on sale	●
4.3.1.01	SOC	Liaise with Department of Education regarding future education facilities planning	Jul-18	Jun-21	Mayor and staff met with the Department of Education to discuss Before and After School Care opportunities. A waiver for North Sydney Community Centre to increase numbers; and other matters is now being explored.	●
4.1.2.12	SOC	Provide services and activities to seniors through community centres	Jul-18	Jun-21	Local community centres supported through network meetings, information sharing and some financial support, e.g. the delivery of the Seniors Festival.	●



Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					Neutral Bay Community Centre and North Sydney Men's Shed both receive significant support in their strategic planning and service delivery.	
4.1.3.03	SOC	Review development controls to improve availability of childcare	Jul-19	Jun-20	Consultant`s Brief prepared for Best Practice Guide for Above Ground Centres. Two submissions received and assessed. KU Children's Services engaged to develop the Guide.	
4.2.2.03	SOC	Implement the North Sydney Events Strategy	Jul-19	Jun-21	Strategy completed, awaiting approval in Q2 2019/20	
4.1.3.04	SOC	Provide access to quality early child care and education services in Council facilities	Jul-19	Jun-21	The breadth of affordable quality Child Care Services in our local area has increased through the provision of affordable accommodation for not for profit community-based child care in Council facilities. 4 Preschools (Cammeray KU, Grandstand KU, Montessori Neutral Bay, McMahons. One Occasional Care Service Kids Nest; 3 Long Day Care Centres, Kelly's Place Children Centre, Greenwood Centre, Cammeray Long Day Care; 24 Family Day Care Educators; and 2 early Childhood Health Centres also provided with accommodation.	
4.1.2.14	SOC	Implement the Older Persons Plan	Jul-18	Jun-21	The community are supported to access information, resources and referrals to other services. In the last quarter one older person has been supported to secure permanent social housing and two other older people have been provided housing support.	
4.2.2.04	SOC	Review current library events and programs and develop a tool to aid in creating and measuring outcomes	Oct-18	Jun-21	A review of library programs and events is currently underway.	
4.1.3.05	SOC	Survey user groups to understand their needs	Jul-19	Jun-20	The Family and Children Services Survey highlighted the need for additional After School Care Provision. The Family and Children's Strategy was underpinned by the survey and a comprehensive implementation plan has commenced.	
4.1.2.15	SOC	Coordinate and promote activities in Seniors Festival	Jan-19	Jun-19	The Seniors Festival will take place in February 2020. In this quarter a survey was distributed to the community seeking feedback and comments on what	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					they would like to see featured in next year's Seniors Festival. This was distributed to the aged database of over 250 people and through the community centres and library. Copies were also available at Customer Service.	
4.2.2.05	SOC	Support local weekend markets	Jul-18	Jun-21	Kirribilli and North Sydney markets take place fortnightly. Supported by Council through land management and waste disposal.	
4.2.2.06	SOC	Install electricity and water supply in Bradfield Park	Jul-18	Sep-19	Project deemed not feasible upon investigation	
4.1.2.17	SOC	Implement the Homeless Strategy	Jul-19	Jun-21	Council continues to host the Northern Sydney Homeless Network Interagency bi-monthly.	
4.2.2.07	SOC	Install electricity and water supply in St Leonards Park	Jul-19	Jun-20	Project deemed not feasible upon investigation	
4.1.2.18	SOC	Manage squalor, hoarding and homelessness enquiries with appropriate referrals	Jul-18	Jun-21	Five enquiries received in Q1. An older resident who is a hoarder has been supported to access the Crows Nest Centre to assist with managing her complex living arrangements. Strong relationships have been formed with the local community housing providers; Link Housing and St George Community Housing.	
4.1.2.19	SOC	Implement Stanton Library Masterplan	Jul-18	Jun-21	DA to create a second entrance into the library from the Ridge St car park was approved in Q1 2019/20	
4.1.2.20	SOC	Develop and employ strategies to increase customer awareness, access and usage of digital resources	Jul-18	Jun-21	Grant received to facilitate technology training for seniors. Partnered with Lively, an organisation that brings young people and older people together to learn from each other. Over a 6-week period, the youth volunteers provided quality training to booked out sessions. The success of this program resulted in a new partnership with Link Housing.	
4.1.4.01	SOC	Contribute to a review of the Local Environmental Plan (LEP) to facilitate access to seniors housing	Jul-19	Jun-20	Exemption from Seniors SEPP successfully applied for.	
4.1.2.21	SOC	Enhance the Library's website, improving accessibility, interactivity and ease of use	Jul-18	Jun-21	To be included in the Council's new website.	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.3.2.01	SOC	Implement the Library Services Strategy	Jul-18	Jun-21	Ongoing liaison with local primary schools; HSC special studies conditions implemented; strategic planning meeting with ACU held; site visit to UNSW to study library and cultural facilities; local studies guided tours of heritage sites	●
4.4.1.01	SOC	Conduct public programs which increase awareness of local history and heritage	Jul-18	Jun-21	74 people attended. Programs included a talk given in conjunction with the History Council in July and, Family History Week tour of the archives in August and a walk in Neutral Bay for History Week in September	●
4.1.4.02	SOC	Contribute to strategic direction of James Milson Village	Jul-18	Jun-21	Research and legal advice finalised. Submission made to RMS to explore use of adjacent land to improve the facilities. Reply pending.	●
4.1.2.22	SOC	Undertake annual consultation with customers about library resources, services and facilities	Jul-18	Jun-21	Key Library staff completed IAP2 community engagement training.	●
4.3.2.02	SOC	Implement a staff information technology program to develop skills to enable confident and effective customer service	Jul-18	Jun-21	A successful program, improving staff skills and confidence in addressing IT issues and customer requests.	●
4.4.1.02	SOC	Transfer current image databases to Stanton Library's online catalogue	Jul-18	Dec-19	Project goal changed to make all images (including maps and plans) available through a new Digital Asset Management (DAM) system, called LookAtMe, due for go live in October. Migration ongoing.	●
4.1.4.03	SOC	Provide affordable housing for aged residents in vulnerable circumstances	Jul-19	Jun-21	Full or partial ownership of 25 properties comprised of multi-unit dwellings or houses and boarding houses, used for affordable housing. 68% of tenants are over 50 years of age, 45% have a disability. 130 tenancies with length of tenancy varying, for example 20% have been tenants for more than 15 years.	●
4.3.2.03	SOC	Review collections according to demographic statistics and usage patterns to ensure they meet community need and reflect emerging trends and user expectations	Jul-18	Jun-21	A new software program (Collection HQ) purchased with the other Shorelink libraries will allow Stanton Library to access more in-depth statistics about the collections for future planning.	●
4.1.2.24	SOC	Implement targeted marketing and promotional strategies	Jul-19	Jun-21	Launched Q1 2019/20. A series of 10 North Sydney History Walks can be downloaded for free from the library's website or purchased at cost.	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.4.1.04	SOC	Improve public interface in Heritage centre	Jul-18	Jun-19	The Heritage Centre desk has been successfully redesigned so that staff face the public entering the centre and the work table. The problem of reference map storage was overcome with reconfiguration of the work table.	
4.1.2.25	SOC	Investigate ways to meet the needs of community language groups with relevant resources	Jul-18	Jun-21	Library app in variety of languages to be implemented in 2019.	
4.1.5.01	SOC	Provide advice and support to community groups	Jul-18	Jun-21	Held successful 'Meet the Experts' Workshop on "Effective Writing using plain English" on 10 September 2019. Well attended by community groups with excellent feedback.	
4.3.3.01	SOC	Provide a range of spaces for functions, activities, events and courses for the community	Jul-18	Jun-21	The library's staff meeting room has undergone a refurbishment to make it suitable to be used as a bookable meeting room for customers.	
4.4.2.01	SOC	Manage Don Bank Museum, Sextons Cottage Museum and St Thomas' Rest Park and explore opportunities for further interpretation	Jul-18	Jun-21	Don Bank Museum included in one of the new self-guided walking tours increase awareness and encourage visitation. Opening times have been changed to coincide with Sextons Cottage opening times and the North Sydney markets. Monitoring of the condition of the headstones in the Rest Park is ongoing.	
4.1.5.02	SOC	Assist local groups to access external funding and support	Jul-18	Jun-21	Emailed relevant information on funding and training to groups and networks regularly.	
4.3.3.02	SOC	Develop modern branch library options to service LGA growth areas	Jul-18	Jun-21	Contributed a brief for the development of a library hub as part of the Ward St Masterplan. Discussions held with Lane Cove Council to explore jointly-managed library facilities in Crows Nest/St Leonards. Major new council library projects studied through site visits to Marrickville, Green Square and Woollahra.	
4.4.2.02	SOC	Manage and develop Council's historical and heritage collections to sector standard	Jul-18	Jun-21	92 in-depth queries answered. 452 items added or had amended catalogue, entries including 415 Vertical File items and 7 new archive boxed collections. 4 items conservation treated	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.3.3.03	SOC	Investigate partnership opportunities with local educational institutions	Jul-18	Jun-21	U3A delivered through McMahons Point Community Centre; Planet X programs with Bradfield College; Children's Library joint programs with primary schools; shared use of sports facilities; sponsorship of local symphony orchestras at Shore, Monte and North Sydney Girls High	●
4.3.3.05	SOC	Upgrade facilities and equipment at community centres	Jul-18	Jun-21	Playground audit completed; repair at North Sydney Community Centre completed; Trees in Playground report commissioned	●
4.1.6.01	SOC	Provide opportunities for indigenous and intercultural learning opportunities	Jul-18	Jun-21	Ongoing	●
4.3.4.01	SOC	Promote activities and programs that address the educational needs of the community	Jul-18	Jun-21	Educational opportunities in North Sydney promoted through brochures such as Adult Education in North Sydney, Schools in North Sydney and Community Centres in North Sydney. These are available in hard copy from Customer Service and Stanton Library and online on the Council's website.	●
4.1.6.02	SOC	Coordinate and promote Harmony Day activities	Jan-20	Mar-20	Council's total cash subsidy for Community Services in 2019/20 (\$1,023,360) has been dispersed. \$562,070 was directed to Community Centres, \$24,000 for parent- run child care and \$240,438 for small group community support. The remainder was used for parking and in-kind subsidies in the community not for profit sector.	●
4.1.6.03	SOC	Coordinate and promote activities in Indigenous festivals	Jul-18	Jun-21	Gai-marigal Festival June-July complete: Maruku Arts Inc and Monte Sant' Angelo collaborative exhibition; planning for next Festival underway	●
4.1.6.04	SOC	Develop public programs and activities to support cultural celebrations and festivals in the community	Jul-18	Jun-21	Event held in September, with artist Karleen Green teaching traditional style indigenous weaving.	●
4.1.7.01	SOC	Continue to participate in the Welcome Here project	Jul-18	Jun-21	Ongoing	●
4.3.5.01	SOC	Promote Volunteer Week	Apr-20	Jun-20	Planning in place for Council wide event to be held in Volunteer Week Q3 2019/20	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
4.1.8.01	SOC	Facilitate access to services for residents with or at risk of developing mental illnesses or developmental delays	Jul-18	Jun-21	The Lost Bird Found Project is underway. 28 partners were involved in the project this year. Links to 4.1.8.03 and 4.1.10.01	
4.1.8.02	SOC	Implement drug and alcohol minimisation strategies	Jul-18	Jun-21	Planning for a mental health family sport seminar at Stanton Library. A collaborative partnership with Lower North Shore Youth Interagency services. Extensive engagement with young people at Planet X regarding substance usage/abuse.	

Direction 5: OUR CIVIC LEADERSHIP

Council continues to plan for what the community needs now, and for what will be needed by future generations. The North Sydney community is actively involved in defining the future direction of North Sydney, with a continued high level of participation in engagement opportunities.


Council began preparation of three submissions to the Office of Local Government, responding to the long-awaited recommendations of IPART. The first submission, lodged in September, responded to the proposed changes to the local government rating system.

The *External Communications Strategy* was publicly exhibited during Q1 2019/20. Draft Strategy builds on four existing priority areas of the previous Strategy to engage and inform our community, to support economic development, to enhance digital communications and to build Council's identity. It also confirms the need to pursue multiple channels for effective communication and supports expansion of Council's digital channels (video and social media).

To improve the collation and presentation of Council, Committee and Reference Group business papers, electronic solutions were explored, and a supplier appointed.

Council's *Procurement Policy* and Manual was reviewed, and training provided for staff on specific areas that relate to their procurement activities.

The focus on safety culture and engagement was emulated through the RUOK Day activities conducted in September, raising awareness of mental health in the workplace and suicide prevention. A lunchtime RUOK drop-in event was attended by over 50 employees, incorporating a workshop for the Lost Bird Found project.

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
5.1.1.01	GOV	Request participation of Council on relevant external committees as required	Jul-18	Jun-21	Ongoing	
5.2.1.01	GOV	Implement electronic Business Paper solution	Jan-19	Dec-19	Harbour Software appointed to install Doc Assembler system. Project Plan to be prepared in Q2 2019/20	

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
5.3.1.01	GOV	Review the External Communications Strategy	Jan-19	Dec-19	Draft Strategy on exhibition for public comment during Q1 2019/20	●
5.4.1.01	GOV	Deliver ICT Foundations Program to position Council for future business requirements	Jul-18	Dec-19	ICT Foundations: PC refresh complete, Microsoft Skype for Business Unified Communications and Enghouse Interactive Communications Centre (EICC) solution complete. Data Centre Refresh Program go live date planned Q3 2019/20, ITSM Enterprise Tools replacement go live date planned Q3 2019/20	●
5.5.1.01	GOV	Utilise e-recruitment to provide more efficient and timely recruitment	Jul-18	Jun-21	E Recruitment being reviewed to ensure best value and good user interface	●
5.1.2.01	GOV	Promote the Community Strategic Plan to staff and the community	Jul-18	Jun-21	Ongoing e.g. advertisements in Customer Service Centre and website. Communications plan to be prepared as part of the External Communications Strategy.	●
5.2.2.01	GOV	Develop Councilor Development Strategy and Program	Jul-18	Dec-19	Further report to be submitted to Council in Q2 2019/20	●
5.3.2.01	GOV	Expand the use of video communication	Jul-18	Jun-21	Ongoing	●
5.4.2.01	GOV	Review the Recordkeeping Plan of Management	Jul-19	Jun-21	Deferred due to resourcing constraints.	●
5.5.2.01	GOV	Relaunch the corporate mission and values of the organisation and integrate into organisational culture	Oct-18	Jun-21	Relaunched values through Induction program. Developed new guidelines for corporate standards for Managers at Manex 8 October 2019	●
5.1.3.01	GOV	Advocate for changes as appropriate to advance local government in NSW, via submissions	Jul-18	Jun-21	Submission prepared responding to IPART recommendations via Review of Local Government Rating System.	●
5.3.3.01	GOV	Promote the Community Engagement Protocol	Jul-18	Jun-21	Ongoing internal/external promotion. Amended Protocol endorsed for public exhibition, incorporating CPP requirements (relates to 3.4.2.02).	●
5.4.3.01	GOV	Implement the Risk Management Framework	Jul-18	Jun-21	A Continuous Improvement Programme (CIP) has been formalised to better coordinate and report on activity flowing from internal audit, external audit, insurer audits and enterprise risk management. The internal audit of business continuity process improvements are	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					being implemented. Fraud and corruption prevention workshops delivered in conjunction with internal audit. Tender advertised for a new digital solution to manage its WHS requirements.	
5.1.4.01	GOV	Review rating structure	Oct-18	Jun-21	Pending outcome of OLG Rating System Review. Council made a submission to this review, inclusive of commissioned modelling of CIV impact.	●
5.2.4.01	GOV	Implement the Customer Service Strategy	Jul-18	Jun-21	Draft strategy has been circulated internally for feedback. Graphic design underway. To be presented to MANEX for endorsement in Q2 2019/20	●
5.3.4.01	GOV	Conduct Precinct System Review	Jul-18	Jun-20	Discussion Paper has been updated and is under internal review prior to reporting to Council, in response to resolution Dec 2017.	●
5.4.4.01	GOV	Consider initiatives to manage legal matters and reduce legal costs	Jul-18	Jun-21	Ongoing	●
5.1.5.01	GOV	Identify commercial opportunities on Council's land and building assets	Jul-18	Jun-21	Council's Strategic Property Management Plan (2016) identified properties that are of strategic commercial importance to Council. Council is maintaining and developing these properties to ensure their commercial value is preserved and enhanced.	●
5.4.5.01	GOV	Review the Procurement Policy and Manual	Jul-18	Jun-21	Policy and Manual reviewed and adopted/endorsed by Council or MANEX. Documents published on Council's intranet site, communicated to staff. Training provided for teams on specific areas that relate to their procurement activities.	●
5.1.1.02	GOV	Work with NSROC to promote Council's position on matters of common interest	Jul-18	Jun-21	Ongoing	●
5.4.1.02	GOV	Review the ICT Strategy	Jul-18	Dec-19	ICT strategic planning steps have been set out to that include mechanisms for addressing the Council's ICT priorities, as well as actions to ensure that each business unit's individual strategic and corporate, business goals and Results and Services Plans and Asset Strategies are supported effectively by. ICT Strategic Group has been reformed. The	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
					recommendations from this ICT group will form part of the ICT Strategy review	
5.5.1.02	GOV	Review employee value proposition and protocols to attract and retain appropriately skilled staff	Jul-18	Jun-21	Turnover rate maintained for Q1 2019/20	●
5.3.2.02	GOV	Expand the use of digital platforms for promotion and advertising	Jul-18	Jun-21	Growth on all platforms	●
5.4.2.02	GOV	Implement the Recordkeeping Plan of Management	Jul-19	Jun-21	Ongoing record-keeping training to new users and intense training for DMS Officers in accordance with existing documentation, guidelines and registration standards.	●
5.5.2.02	GOV	Implement the Workforce Strategy	Jul-18	Jun-21	Ongoing. Maintaining policies and programs which support the employee value proposition including health matters, training, employee conditions.	●
5.4.3.02	GOV	Review the WHS Management System and injury management process	Jul-18	Jun-21	Ongoing review and simplification of WHS forms, checklists and documents in preparation for the implementation of the WHS online platform.	●
5.1.4.02	GOV	Review the Long-Term Financial Plan in accordance with preparation of the annual Operational Plan	Oct-18	Jun-19	Minor updates required, for release Q3 2019/20.	●
5.3.4.02	GOV	Provide training for Precinct Office Bearers	Jul-18	Jun-21	No training provided this quarter. Planning underway for next annual Induction Session to be held Q3 2019/20.	●
5.4.5.02	GOV	Review the Contract Management Manual	Jul-18	Jun-21	Will be commenced Q3 2019/2020. Links to 5.4.5.01	●
5.1.1.03	GOV	Develop and maintain links with government agencies and local members of state and federal parliament	Jul-18	Jun-21	Ongoing	●
5.3.1.03	GOV	Review the Internal Communications Strategy	Jan-19	Dec-19	Strategy being implemented	●
5.1.2.03	GOV	Prepare progress reports against implementation of the Delivery Program	Jul-19	Jun-21	Q4 OP 2018/19 adopted by Council in September 2019.	●
5.3.2.03	GOV	Review the Corporate Standards Manual	Jul-19	Jun-20	Project planning has commenced	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
5.4.2.03	GOV	Implement the Knowledge Management Plan	Jul-19	Jun-21	Ongoing awareness training to DMS Officers in accordance with existing documentation and guidelines.	●
5.3.3.03	GOV	Investigate new and complementary engagement mechanisms to meet the different needs of the community	Jul-18	Jun-21	Investigation ongoing, continuous improvement. In Q1 2018/19, trialed new location for drop-in kiosk at Woolworths Crows Nest (For LSPS/LHS). Also trialed automated slide show on Engagement HQ/Your Say North Sydney for Military Road Corridor Planning Study.	●
5.4.3.03	GOV	Improve the WHS leadership, safety culture and engagement	Jul-18	Jun-21	RUOK Day activities conducted Sept 2019 raising awareness of mental health in the workplace and suicide prevention; a joint initiative between Workforce Planning, Risk and Access Community Development departments. Key activities included Cuppa, Cookie & Conversation' desk-drop, RUOK Windscreen Stickers placed on NSC pool vehicles to extend the RUOK messaging beyond one day per year and provide access to mental health contacts. RUOK lunchtime drop-in event incorporating a workshop for the Lost Bird Found project, attended by 50 employees.	●
5.1.4.03	GOV	Undertake quarterly budget reviews to monitor financial performance	Oct-18	Jun-21	Q4 2018/19 reported to September Council meeting.	●
5.4.5.03	GOV	Develop corporate wide procurement and contract management training	Jul-18	Jun-21	Will be carried out after the Contract Management Manual review. Links to 5.4.5.02	●
5.1.1.04	GOV	Initiate and/or explore partnerships when opportunities and funding present themselves	Jul-18	Jun-21	Ongoing	●
5.4.1.04	GOV	Review the IT Governance and Project Delivery Framework	Jul-18	Jan-20	The Governance framework centres around value creation and meeting stakeholder needs through benefit's realisation, risk optimisation, resource optimisation, covering Council end-to-end (coverage of all corporate processes and functions that relate to information flow and technologies). Ongoing review and continuous improvement underway with Key User Group ICT Advisory (Governance) working group re-established	●

Project #	QBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
5.5.1.04	GOV	Implement the EEO Management Plan	Jul-18	Jun-20		●
5.4.3.04	GOV	Review the WHS and injury management training requirements	Jul-18	Jun-21	Ongoing review of training providers and programs. Delivery of traffic control, working at heights, EWP Escape, and Manual Handling training. Introduced new Driver Verification of Competency training for the street cleaners. Significant amount of ad-hoc training co-ordination in Q1 2019/20	●
5.2.4.04	GOV	Improve online Council services for all business-related information and approval processes	Jul-18	Jun-21	Project is not progressing due to lack of dedicated development resource. A recommendation will be made to the General Manager in Q2 2019/20	●
5.4.5.04	GOV	Use a range of market testing options to achieve best value for goods and services purchasing	Jul-18	Jun-21	Ongoing training for staff on options for using Council's buying power to achieve best value for goods. Examples in quarter include consolidation of Security Services across Council areas into one tender. Market testing of janitorial goods with alternate supplier resulting in lower prices and better service delivery.	●
5.1.1.05	GOV	Participate in regional partnerships through the NSROC	Jul-18	Jun-21	Ongoing	●
5.4.1.05	GOV	Implement the IT Governance and Project Delivery Framework	Jan-19	Jun-21	InfoSec working group established and has completed it's first cycle, ICT Working group re-established. Both supporting the ICT Strategy and Governance Frameworks	●
5.5.1.05	GOV	Review the EEO Management Plan	Jul-20	Jun-21	Not due until end Q4	●
5.1.2.05	GOV	Implement performance reporting solution	Jul-18	Jun-21	Staff training held Q1 2019/20 (enabled completion of Q4 2018/19). Software used to inform Annual Report 2018/19. CSP sustainability indicators in progress of being uploaded.	●
5.4.2.05	GOV	Implement the Retention and Disposal of Records Strategy	Jul-18	Jun-21	New ECM is only available for on-premise users, estimated late 2019	●
5.5.2.05	GOV	Develop an age management plan to support employees in the workplace throughout their life cycle	Jan-19	Jan-21	Policies and Programs continued to maintain the employee value proposition.	●

Project #	OBL Link	Project Name	Scheduled Start Date	Scheduled Due Date	Comments	Status
5.4.3.05	GOV	Investigate solution to simplify and improve WHS management	Jul-18	Jun-19	WHS IT Platform/Software Solution tender advertised. Submissions close Q2 2019/20	●
5.1.4.05	GOV	Review functionality of Authority and upgrade to latest version	Jul-19	Jun-20	Next version on track for implementation by Q3 2019/20.	●
5.4.5.05	GOV	Maximise competition in the procurement process	Jul-19	Jun-21	Ongoing	●
5.4.1.06	GOV	Prepare the End User Experience Program	Jan-19	Dec-20	Currently there are twenty-six forms live in production. Usage statistics between 9 July 2019 to 9 August 2019 (31 days) show there were 460 completed submissions	●
5.5.1.06	GOV	Prepare and implement action plan in response to results of Employee Satisfaction Survey 2018	Jul-18	Jun-21	Ongoing	●
5.1.2.06	GOV	Undertake Customer Satisfaction Survey	Jul-19	Jun-21	Approval given to go ahead with the Survey. In 2020 RFQ to go out Q2 2019/20.	●
5.5.2.06	GOV	Implement the Managers Leadership Program	Jul-18	Jun-21	Two Leadership Programs completed Q1 2018/19.	●
5.1.2.07	GOV	Implement Project Management Framework	Jan-19	Jun-20	Project to recommence in Oct/Nov 2019 due to other workload priorities.	●
5.4.1.08	GOV	Review Council's website	Jan-19	Dec-20	Project control group established	●
5.4.2.08	GOV	Digitisation of hard copy files	Jul-18	Jun-21	Review of procurement requirements with regards to RFQ or tender processes to be undertaken on advice from Procurement Department Q2 2019/20	●
5.4.1.09	GOV	Standardise integration of Council's multi-supplier information management ecosystem	Apr-19	Jun-20	Supplier Governance Capability Framework in development	●



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