



## AGENDA

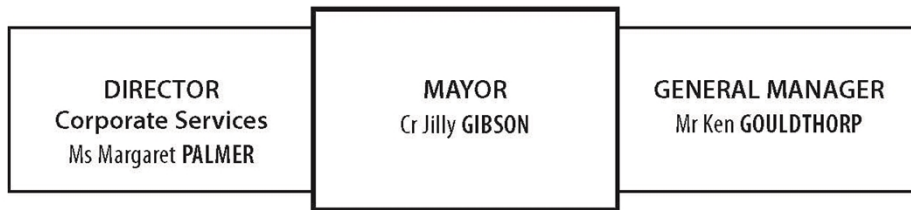
Council Chambers  
18 June 2020

The **3733<sup>rd</sup> MEETING** of **COUNCIL** will be held at the Council Chambers, 200 Miller Street, North Sydney at **6:30 pm** on Monday 22 June 2020. The agenda is as follows.

**KEN GOULDTHORP**  
**GENERAL MANAGER**

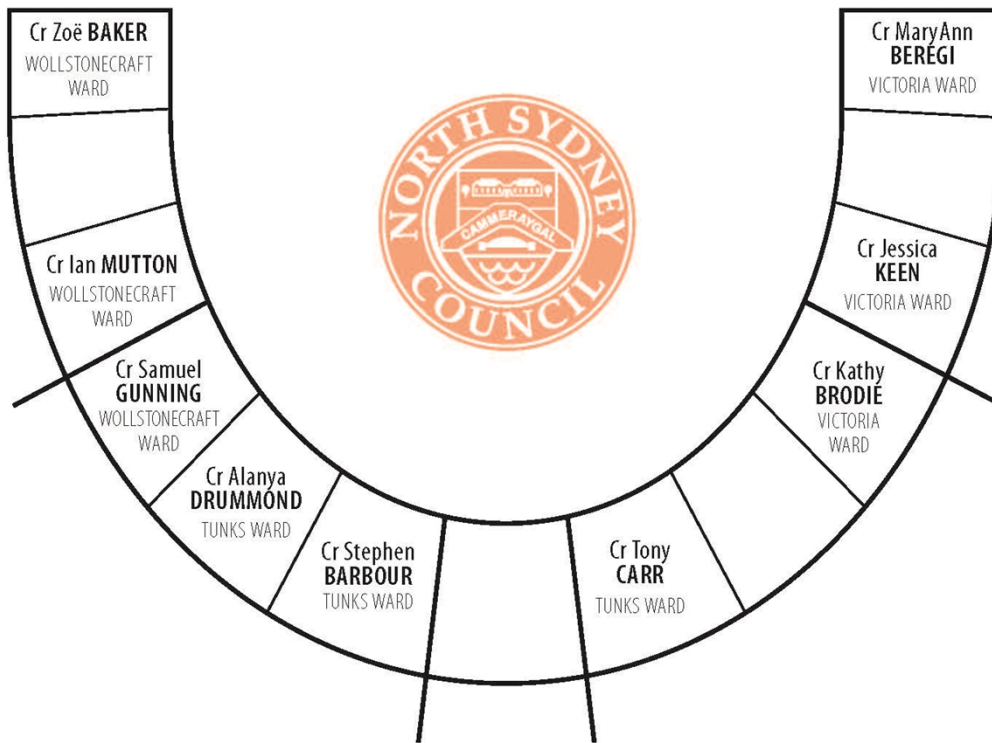
*North Sydney Council is an Open Government Council. The records of Council are available for public viewing in accordance with this policy, with the only exception being made for certain confidential documents such as legal advice, matters required by legislation not to be divulged, and staff matters.*





COUNCIL OFFICERS

<b>DIRECTOR</b> Open Space & Environmental Services Mr Robert EMERSON	<b>DIRECTOR</b> Community & Library Services Mr Martin ELLIS	<b>DIRECTOR</b> Engineering & Property Services Mr Duncan MITCHELL	<b>DIRECTOR</b> City Strategy Mr Joseph HILL	<b>MANAGERS</b>	<b>MANAGERS</b>
---	---	---	--	-----------------	-----------------



PUBLIC GALLERY

<b>1. Opening Meeting.....</b>	<b>5</b>
<b>2. Acknowledgement of Country .....</b>	<b>5</b>
<b>3. Apologies and Applications for Leave of Absence by Councillors.....</b>	<b>5</b>
<b>4. Confirmation of Minutes.....</b>	<b>5</b>
<b>5. Disclosures of Interest .....</b>	<b>5</b>
<b>6. Items to be Considered by Exception .....</b>	<b>6</b>
<b>7. Mayoral Minutes.....</b>	<b>6</b>
7.1. <i>MM01: Queen's Birthday 2020 Honours - North Sydney LGA .....</i>	<i>6</i>
7.2. <i>MM02: Cammeray Connection Over Warringah Freeway.....</i>	<i>8</i>
7.3. <i>MM03: Lessen the Pain and Realise our Share of the Gain .....</i>	<i>9</i>
<b>8. Reports of Committees .....</b>	<b>11</b>
8.1. <i>Minutes of Governance and Finance Committee - 1 June 2020.....</i>	<i>11</i>
8.2. <i>Minutes of Legal and Planning Committee - 15 June 2020 .....</i>	<i>21</i>
<b>9. Reports to Council.....</b>	<b>29</b>
9.1. <i>Matters Outstanding - June 2020 .....</i>	<i>29</i>
9.2. <i>Draft 2020/21 Operational Plan &amp; Budget .....</i>	<i>43</i>
9.3. <i>Amended Resourcing Strategy.....</i>	<i>150</i>
9.4. <i>Investments and Loan Borrowings Held as at 31 May 2020.....</i>	<i>246</i>
9.5. <i>Access to Information - Open Data .....</i>	<i>269</i>
9.6. <i>Planning Proposal 8/19 - Small Bars in Kirribilli Village and Draft NSDCP 2013     Amendment - Trading Hours in Kirribilli Village .....</i>	<i>286</i>
9.7. <i>Response to Mayoral Minute - Roundabout at Grasmere Road and Young Street,     Cremorne .....</i>	<i>398</i>
9.8. <i>Response to Notice of Motion - Street Play Pilot Program.....</i>	<i>407</i>
9.9. <i>Provision of Basketball and Netball Hoops.....</i>	<i>435</i>
9.10. <i>Review of Proposed Infrastructure Contributions System Reforms .....</i>	<i>454</i>
9.11. <i>Tender No. 1/2021 - Schedule of Rates Contract for Civil Works.....</i>	<i>471</i>
9.12. <i>Tender No. 2/2021 - Schedule of Rates Contract for Infrastructure Property and     Repair Services .....</i>	<i>479</i>
9.13. <i>James Milson Village - Council Nominees to the Board 2020/21 .....</i>	<i>484</i>
9.14. <i>Draft Community Grants and Subsidies 2020/21 .....</i>	<i>524</i>
9.15. <i>Amended Child Protection Policy.....</i>	<i>548</i>

9.16. North Sydney Children's Festival & North Sydney Art Prize.....	563
9.17. Waiving Charges - Not for Profit Community Sporting Clubs.....	567
9.18. North Sydney Olympic Pool Operations.....	569
<b>10. Notices of Motion .....</b>	<b>574</b>
10.1. Notice of Motion No. 5/20 - Crs Baker, Beregi and Carr - Open Government and Public Participation Under COVID-19 Pandemic Arrangements .....	574
10.2. Notice of Motion No. 6/20 - Crs Baker, Beregi and Carr - Opening of 25 Metre Indoor Pool - North Sydney Olympic Pool.....	576
10.3. Notice of Motion No. 7/20 - Crs Baker, Beregi and Carr - Ward Boundaries for NSW Local Government Elections 4 September 2021 - Community Consultation .....	577
10.4. Notice of Motion No. 8/20 - Crs Baker, Beregi and Carr - Keep Our Buses Public.....	580
10.5. Notice of Motion No. 9/20 - Crs Baker, Beregi and Carr - Extension of Time for Submissions for Military Road Corridor Planning Study - Stage 1 .....	581
<b>11. Confidential Matters .....</b>	<b>582</b>
11.1. North Sydney Olympic Pool Redevelopment - Expression of Interest 24/2020.....	583
11.2. Impairment of Register Debts .....	587
11.3. NSROC Tender 2022 - Road Surfacing, Patching and Associated Works .....	588
11.4. Tender No. 21/2020 - Military Road, Neutral Bay - Public Domain Upgrade - Stage 3 .....	588
11.5. Tender No. 25/2020 - Print Services .....	591
11.6. Tender No. 32/2020 - Private Pressure Sewer and Gravity Sewer Main at Balls Head Reserve.....	592
11.7. Tender No. 33/2020 - North Sydney Oval Electronic Media Screen.....	593
11.8. Tender No. 4/2021 - Bushland Rehabilitation and Track Construction Services .....	594
11.9. Legal Proceedings - North Sydney Council ATS Beregi - Land & Environment Court 329464/2019 - DA No. 249/19 - 13 Shellcove Rd, Kurraba Point .....	594
<b>12. Closure .....</b>	<b>595</b>

1. **Opening Meeting**
2. **Acknowledgement of Country**
3. **Apologies and Applications for Leave of Absence by Councillors**
4. **Confirmation of Minutes**  
Nil.
5. **Disclosures of Interest**

## **6. Items to be Considered by Exception**

### **7. Mayoral Minutes**

#### **7.1. MM01: Queen's Birthday 2020 Honours - North Sydney LGA**

The Queen's Birthday Honours were bestowed upon eleven (11) of our locals this year. Congratulations to all recipients and thank you for your wonderful contribution to our community.

A full list of recipients can be found at the website below:

<https://www.gg.gov.au/australian-honours-and-awards/queens-birthday-2020-honours-list>

Not all recipients' town of residence are identified so there may be other locals who were awarded an Honour that I am unaware of. If this is the case, I encourage you to contact my Office so I may congratulate the recipient.

#### **Details**

##### **Office (AO) in the General Division of the Order of Australia**

- **Mr Ralph John Lancaster EVANS**  
Cremorne Point

For distinguished service to international trade and investment, to business and venture capital endeavours, and to the community.

##### **Member (AM) in the General Division**

- **Ms Elizabeth (Libby) Patricia CHRISTIE**  
Cremorne Point

For significant service to performing arts administration, and to women in business.

- **Dr David Geoffrey FAHEY**  
Cremorne

For significant service to emergency response organisations, and to medicine in the field of anaesthesia.

- **Professor Phoebe Joy HO**  
North Sydney

For significant service to medical research, to haematology, and to professional bodies.

##### **Medal (OAM) in the General Division**

- **Mr Patrick Joseph BOLLEN**

Wollstonecraft

For service to the community, and to sailing.

- **Ms Carol Buck DETTMANN**  
Neutral Bay

For service to the community, and to publishing.

- **Mrs Toni Frances FIELD**  
Crows Nest

For service to netball, and to the community.

- **Ms Georgina Catherine LOUGHNAN**  
Cammeray

For service to people living with Prader-Willi Syndrome.

- **Emeritus Professor Roy Malcolm MacLEOD**  
Neutral Bay

For service to education, particularly to history.

- **Dr Roger Hugh PILLEMER**  
Cammeray

For service to community health through medical advisory roles.

#### **Australian Fire Service Medal**

- **Mr Mark DOBSON**  
Wollstonecraft

#### **I therefore recommend:**

1. **THAT** Council recognise the honours bestowed upon Mr Ralph Evans; Ms Elizabeth Christie; Dr David Fahey; Professor Phoebe Ho; Mr Patrick Bollen; Ms Carol Dettmann; Mrs Toni Field; Ms Georgina Loughnan; Emeritus Professor Roy MacLeod; Dr Roger Pillemer; and Mr Mark Dobson, and write letters of congratulations to all recipients.

**COUNCILLOR JILLY GIBSON**  
**MAYOR**

## **7.2. MM02: Cammeray Connection Over Warringah Freeway**

Council's Western Harbour Tunnel campaign has struck a chord with our residents, with several telling me they didn't realise how little open space per person we have compared to our neighbouring councils. We have just 18 sq metres per person, compared to 45 in Willoughby, 55 in Lance Cove and 58 in Mosman. The rest of the northern Sydney councils have even more!

So our request to build a parkland connection over the Warringah Freeway to replace the parkland lost to the Tunnel is not unreasonable. It lessens the pain and allows North Sydney to realise our share of the gain from the project.

Building parkland over freeways is not a new concept. It's been done in many different countries including Spain and the United States. The idea may seem expensive as a stand-alone concept, but it is eminently reasonable in the context of a multi-billion dollar infrastructure project.

The working title I have chosen, Cammeray Connection, is not a fancy name for another pedestrian or cycle pathway - we already have a couple of those spanning the Freeway. I'm talking serious parkland, at least 150 metres wide, that supports passive and active recreation. I'm thinking of a sportsfield or two, a community garden, and another tricycle and scooter park like the one in Brightmore Reserve plus park benches and areas of grass to sit, read or chat with friends. A few sportsfields with artificial turf would take some of the pressure off our grass sportsfields and give more of our children a chance to play a team sport.

A parkland connection across the Warringah Freeway will give something back to the residents of Cammeray, who are heavily impacted by the Tunnel project. It will be a bonus for the ANZAC, Cammeray and Neutral Bay public schools who have sacrificed their open space to accommodate more classrooms. And it would be in comfortable walking distance for Crows Nest and St Leonards residents, where we are expecting population growth and already have too little open space.

But here's the catch. This visionary project will only be possible if it is integrated into the Tunnel and Freeway design. Which means we need agreement for it now before it is too late. In short, we need to talk! I am therefore proposing that we seek a meeting with the Minister for Transport and Roads, the Hon. Andrew Constance, and the Minister for Planning and Public Space, the Hon. Rob Stokes, to discuss how we can get the community's request for open space into the design of the project.

### **I therefore recommend:**

**1. THAT** Council seeks a meeting with the Hon Andrew Constance, Minister for Transport and Roads and the Hon Rob Stokes, Minister for Planning and Public Spaces, with the Mayor, Deputy Mayor and General Manager, to discuss how additional open space in North Sydney can be incorporated into the Western Harbour Tunnel Project.

**COUNCILLOR JILLY GIBSON  
MAYOR**



### **7.3. MM03: Lessen the Pain and Realise our Share of the Gain**

Councillors will recall that our submission regarding the Western Harbour Tunnel and Warringah Freeway Upgrade project outlined our concerns that the project significantly undermines years of work and investment in our CBD.

The current design of the project, which directs traffic into the tunnel via Berry Street, not only carves the CBD up into isolated commercial islands, it runs in direct contravention to our plans to 'tame' Berry Street and make it more pedestrian friendly. More importantly, it puts a stop to our plans for Miller Place, one of the centrepieces of our Public Domain Strategy.

The North Sydney CBD will grow by up to 21,000 additional workers by 2036. This will reduce the already meagre and tired open space available per worker to just 0.55sqm per person.

Things are moving quickly in the centre - the developments at 1 Denison, 100 Mount and 116 Mount Street will bring an additional 7,500 workers to North Sydney each day. These developments are attracting important tenants such as Nine Media and Zurich. The Metro over-station development is not far behind and will also attract large corporations looking for premium-grade office space.

For a major commercial centre in the heart of a world class city, this chronic lack of quality open space is simply not good enough. The creation of Miller Place is a once in a lifetime opportunity to address this issue. It would provide 3,000 sqm of sun drenched, high-quality open space that would add enormously to the buzz and attractiveness of the city.

There has been nothing but support and enthusiasm for the Miller Place plan. It builds on the transformational potential of the Metro and creates a much-needed heart to the CBD adjacent to the biggest public transport node in the centre.

Council has already prepared a Transport Masterplan, demonstrating how traffic can be diverted to the edges of the CBD. Our plans would not only allow Miller Place to go ahead, but would make Berry Street safer for the tens of thousands of school children, workers and residents who cross the street each day. Our ambitious plans for the Ward Street precinct will also rely on a safe and comfortable pedestrian connection between the northern and southern parts of the CBD.

The Tunnel's Environmental Impact Statement states that a fourth (southern kerbside) lane will be created along Berry Street. This is only possible with major changes to the existing footpath, areas of public domain and loss of parking, which will make the road hostile for pedestrians. In the SMH (7 June 2020) Transport for NSW has said that there will be no loss of parking so our community needs clarification of what is being proposed.

For Council to protect the amenity of Berry Street and make Miller Place a reality, it requires the assistance and collaboration of the NSW Government. I'm aware that the NSW Planning and Public Spaces Minister, Rob Stokes, recently said that "*whether it's new cycle lanes, pedestrian-only streets or wider footpaths, we're committed to working with councils and communities to fund projects that can make life better for everyone - both now and once the pandemic is over*".

If making life better for everyone is the criterion, Miller Place meets it for our residents, workers and visitors! This Council has worked constructively with the NSW Government on many different projects including the planned Precinct at St Leonards and the Metro. I think it's time we took the Planning and Public Spaces Minister at his word and asked him to now work constructively with us to realise our aspirations for the CBD and Miller Place.

We need to start the dialogue on making it happen before it is too late!

**I therefore recommend:**

- 1. THAT** Council write to the Hon. Rob Stokes, Minister for Planning and Public Spaces, and the Hon. Andrew Constance, Minister for Transport and Roads, seeking a meeting with the Mayor, Deputy Mayor and General Manager, to discuss how the tunnel plans can be amended to enable Miller Place to go ahead and be completed as part of the transport infrastructure projects in North Sydney.
- 2. THAT** Council write to Transport for NSW seeking clarification on how a fourth southern kerbside lane on Berry Street is to be created without changing the current public domain and removing parking.

**COUNCILLOR JILLY GIBSON  
MAYOR**

## **8. Reports of Committees**

### **8.1. Minutes of Governance and Finance Committee - 1 June 2020**

**AUTHOR:** Ian Curry, Manager Governance & Committee Services

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

#### **ATTACHMENTS:**

1. Governance & Finance Committee Minutes - 1 June 2020 [**8.1.1** - 7 pages]

#### **PURPOSE:**

Council is required to consider the Minutes of this Committee under the Code of Meeting Practice.

#### **EXECUTIVE SUMMARY:**

This report presents the recommendations of the last meeting of the Governance and Finance Committee held on Monday 1 June 2020 for Council adoption. The minutes are attached for information.

#### **FINANCIAL IMPLICATIONS:**

Nil.

#### **RECOMMENDATION:**

1. **THAT** the Amended Procurement Policy be placed on public exhibition for 28 days. *(GF01)*
2. **THAT** should Council receive submissions, a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the Amended Procurement Policy as adopted at the end of the closing period for submissions. *(GF01)*
3. **THAT** the North Sydney Council - Waiving Charges COVID-19 Policy - Update report be received *(GF02)*.
4. **THAT** the updated Scenario 3 Appendix of the Long-Term Financial Plan (Attachment 1 of this report) be endorsed for inclusion in the amended Resourcing Strategy. *(GF03)*
5. **THAT** the draft 2020/21 budget be noted (as detailed in Attachment 2). *(GF03)*
6. **THAT** the expenditure reductions totalling \$3.8 million to the 2020/21 Capital Works Program be endorsed (as detailed in Attachment 3). *(GF03)*
7. **THAT** the draft 2020/21 Capital Works Program (Attachment 4 of this report) be endorsed for inclusion in the Draft 2020/21 Operational Plan & Budget. *(GF03)*
8. **THAT** the Committee support recommendations 4-7 above for inclusion in the Draft Integrated Planning and Reporting documents and be put to the Council meeting of 22 June 2020 for endorsement prior to public exhibition. *(GF03)*
9. **THAT** the Draft 2020/21 Fees and Charges Schedule be endorsed and placed on public exhibition for a minimum of 28 days. *(GF04)*
10. **THAT** this matter be deferred for a further report to Council following further investigation by staff as to the capacity to recover the debts. *(GF05)*

- 11. THAT** the Committee note the loan options for financing the NSOP complex redevelopment as outlined in the confidential report. *(GF06)*
- 12. THAT** the Committee support further negotiation and clarification of the loan conditions and management of cashflow to the anticipated construction program. *(GF06)*
- 13. THAT** a further report be presented to Council following negotiations to finalise the loan option for financing the NSOP complex redevelopment. *(GF06)*

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

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

#### **5.1 Council leads the strategic direction of North Sydney**

## **BACKGROUND**

In accordance with Council's Code of Meeting Practice:

*20.24 The minutes of meetings of each Committee of the Council must be confirmed at a subsequent meeting of the committee.*

The Charter of the Governance and Finance Committee states:

*11.3 The recommendations arising at Committee meetings are to be submitted to the next available Council meeting for adoption. Any Councillor, irrespective of whether that Councillor is a member that Committee may be the mover or seconder of such recommendations.*

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

This report presents the recommendations of the last meeting of the Governance and Finance Committee held on 1 June 2020 for Council adoption. The minutes are attached for information.

**NORTH SYDNEY COUNCIL**

**REPORT OF GOVERNANCE & FINANCE COMMITTEE**

**SUBJECT: PROCEEDINGS OF COMMITTEE AT MEETING HELD IN THE SUPPER ROOM AT THE COUNCIL CHAMBERS, NORTH SYDNEY, ON MONDAY 1 JUNE 2020 AT 6.00PM.**

**PRESENT**

Councillor Gibson in the Chair, Councillors Barbour, Baker (Item GF06 only) Beregi, Carr, Keen Brodie, Drummond and Mutton.

**Staff:** Ken Gouldthorp, General Manager  
Margaret Palmer, Director Corporate Services  
Garry Ross, Manager Financial Services  
Darren Goode, Manager Accounting Services  
Ian Curry, Manager Governance and Committee Services

**Visitors:** Nil

At the commencement of business (6.02pm) those present in the Supper Room were: The Mayor, Councillor Gibson in the Chair, Councillors Brodie, Drummond and Mutton.

Those participating remotely were:

Councillors Barbour, Beregi, Carr and Keen

**Declarations of Interest**

Nil

**12. Minutes**

The Minutes of the previous meeting held on 11 May 2020, copies of which had been previously circulated, were taken as read and confirmed.

The Motion was moved by Councillor Mutton and seconded by Councillor Brodie.

---

*This is Page No 13 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

Voting was as follows:

For/Against 7/1

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi		N	Drummond	Y	
Keen	Y		Gunning		Absent
Brodie	Y		Mutton	Y	
Carr	Y		Baker		Absent

### 13. GF01: Amended Procurement Policy

Report of Craig Jurd, Manager Procurement

This report seeks the approval of the public exhibition of proposed amendments to Council's Procurement Policy in accordance with the changes to the *Local Government Act (1993)*, Division 1 Tendering assented on 25 June 2019 and the threshold changes to the non-contract quotation thresholds (General Purchasing).

The amended Procurement Policy (Attachment 1) shows the proposed additions to the policy in red font. In summary, the key proposed amendments to this policy in are:

#### **Procurement Policy and Quotation Threshold Review**

- Update of the Tendering thresholds and additional provisions, in accordance to the legislative changes of the *Local Government Act 1993*, Division 1 Tendering:
  - The tendering threshold which councils do not have to undertake a competitive tendering process, has been increased to \$250,000 or for contracts involving services provided by council employees at the time of entering the contract this remains at \$150,000. (Values are inclusive of GST as per the Office of Local Government, Tendering Guidelines, October 2009);
  - The addition to enter into a contract for the purchase of goods, materials or services from a prescribed entity where the contract does not have a rate specified. This would allow Council to purchase from NSW State Pre-qualification schemes and any future scheme types from prescribed entities;
  - Councils can procure the services of pre-qualified disability employment organisations approved under the *Public Works and Procurement Act 1912*, without having to go to Tender.
- Inclusion of Pre-qualification schemes within the Council and approved Government Contract Schedule of Rate thresholds;
- Update Council and approved Government Contract Schedule of Rates Quotation Thresholds to align with the changes to the tendering legislation;
- Update of the Non-Contract Quotation Thresholds (purchase of goods and services that are not under a Council or Government Schedule of Rates Contract). Note: Last review of the Non-Contract Quotation Thresholds was conducted in 2015, Procurement Policy D5-33 adopted by Council on 19 November 2015, Resolution 458.

There is no funding requirement to implement this Procurement Policy. Current resource within the procurement area will provide awareness training and support to staff in applying the policy rules.

**Comment by Responsible Accounting Officer:** The amended policy complies with the procurement provisions as per the *Local Government Act 1993*.

#### **Recommending:**

1. THAT the Amended Procurement Policy be placed on public exhibition for 28 days.
2. THAT should Council receive submissions, a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the

*This is Page No 14 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

Amended Procurement Policy as adopted at the end of the closing period for submissions.

The Recommendation was moved by Councillor Keen and seconded by Councillor Barbour.

The Motion was put and carried.

**Resolved to Recommend:**

**1.THAT** the Amended Procurement Policy be placed on public exhibition for 28 days.  
**2.THAT** should Council receive submissions, a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the Amended Procurement Policy as adopted at the end of the closing period for submissions.

Voting was as follows:

For/Against 7/1

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi		N	Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Y		Baker	Absent	

**14. GF02: North Sydney Council - Waiving Charges COVID -19 Policy – Update**

A Motion was moved by Councillor Gibson and seconded by Councillor Drummond that GF02 be deferred to the Closed Session

The Motion was put and carried

Voting was as follows:

For/Against 8/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi	Y		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Y		Baker	Absent	

*This matter was considered in Closed Session (see Minute No. 16)*

**15. GF03: Draft 2020/21 Budget and Updated Long Term Financial Plan**

Report of Darren Goode, Manager Accounting Services and Jenny Gleeson Manager Integrated Planning & Special Projects

In accordance with recent amendments to the *Local Government Act 1993* in response to COVID-19, the Council must adopt its 2020/21 Operational Plan and Budget by 1 August 2020, outlining the activities to be undertaken in the next financial year (i.e. from 1 July 2020), as part of the adopted Delivery Program.

In accordance with Council's adopted 2020/21 Budget Preparation Timetable, the draft Capital Budget was discussed with Councillors via Briefings held on 9 March and 20 April 2020. The latter Briefing occurred after the COVID-19 pandemic was declared.

*This is Page No 15 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*



An action arising from that Briefing was to explore possible expenditure reductions to the 2020/21 Capital Works Program, in response to the expected reduction in 2020/21 income.

The Budget Preparation Timetable was amended on 18 May 2020 to allow more time to prepare the respective Integrated Planning & Reporting documentation inclusive of the identified COVID-19 pandemic implications.

The purpose of this report is to inform the Council of the draft 2020/21 operating budget and recommend amendments to the 2020/21 Capital Works Program, totalling \$3.8 million. Additionally, as part of the draft 2020/21 Operational Plan & Budget preparation, the Long Term Financial Plan component of Council's *Resourcing Strategy 2018-2028* has also been updated in accordance with identified COVID-19 impacts and necessary amendments required in line with financing options of the North Sydney Olympic Pool complex redevelopment.

Following endorsement, the Capital Works Program Appendix within the Draft 2020/21 Operational Plan & Budget can be finalised; and Scenario 3 within the Resourcing Strategy will be updated and presented to Council in June 2020, for endorsement to place on public exhibition for a minimum of 28 days.

The LTFP has been prepared in accordance with the *OLG Integrated Planning and Reporting Guidelines*. In June 2018 Council resolved to operate under Scenario 3 of the Long Term Financial Plan, therefore only Scenario 3 of the LTFP has been updated (over and above the amendments reported to Council in February 2020) including:

- amendments required in line with financing options of the North Sydney Olympic Pool complex redevelopment; and
- identified COVID-19 impacts (as reported to Council on 27 May and 18 May, via the 11 May Governance & Finance Committee).

A reduction of \$3.8 million to the 2020/21 Capital Works Program will reduce the total value from \$49.1 million to \$45.3 million (including plant purchases). Of this amount, \$24 million is allocated to the redevelopment of the North Sydney Olympic Pool complex.

**Recommending:**

1. **THAT** the updated Scenario 3 Appendix of the Long Term Financial Plan (Attachment 1 of this report) be endorsed for inclusion in the amended Resourcing Strategy.
2. **THAT** the draft 2020/21 budget be noted (as detailed in Attachment 2).
3. **THAT** the expenditure reductions totalling \$3.8 million to the 2020/21 Capital Works Program be endorsed (as detailed in Attachment 3).
4. **THAT** the draft 2020/21 Capital Works Program (Attachment 4 of this report) be endorsed for inclusion in the Draft 2020/21 Operational Plan & Budget.
5. **THAT** the Committee support all of the above for inclusion in the Draft Integrated Planning and Reporting documents and be put to the Council meeting of 22 June 2020 for endorsement prior to public exhibition.

The Recommendation was moved by Councillor Barbour and seconded by Councillor Mutton.

The Motion was put and carried.

**Resolved to Recommend:**

1. **THAT** the updated Scenario 3 Appendix of the Long Term Financial Plan (Attachment 1 of this report) be endorsed for inclusion in the amended Resourcing Strategy.
2. **THAT** the draft 2020/21 budget be noted (as detailed in Attachment 2).
3. **THAT** the expenditure reductions totalling \$3.8 million to the 2020/21 Capital Works Program be endorsed (as detailed in Attachment 3).

---

*This is Page No 16 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

4. **THAT** the draft 2020/21 Capital Works Program (Attachment 4 of this report) be endorsed for inclusion in the Draft 2020/21 Operational Plan & Budget.

5. **THAT** the Committee support all of the above for inclusion in the Draft Integrated Planning and Reporting documents and be put to the Council meeting of 22 June 2020 for endorsement prior to public exhibition.

Voting was as follows:

For/Against 6/2

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi		N	Drummond	Y	
Keen	Y		Gunning		Absent
Brodie	Y		Mutton	Y	
Carr		N	Baker		Absent

#### 16. **GF04: Draft 2020/21 Fees and Charges Schedule**

A Motion was moved by Councillor Carr and seconded by Councillor Barbour that Item GF04 be considered in Closed Session

The Motion was put and carried.

#### **Closed Session**

#### **Public Interest**

The following matters are classified as confidential as they contain information of a confidential nature. On balance, the public interest in preserving the confidentiality of this information outweighs the public interest in openness and transparency in Council decision making by discussing this matter in Open Council.

- **GF02: North Sydney Council - Waiving Charges COVID -19 Policy – Update**  
*THAT the meeting be closed to the public in accordance with Section 10A(2) (b):*  
*the personal hardship of any resident or ratepayer*
- **GF04: Draft 2020/21 Fees and Charges Schedule**  
*THAT the meeting be closed to the public in accordance with Section 10A(2) (b):*  
*the personal hardship of any resident or ratepayer*
- **GF05: Impairment of Register Debts**
  1. *THAT the meeting be closed to the public in accordance with Section 10A(2) (b):*
    - *the personal hardship of any resident or ratepayer*
  2. *THAT the report be treated as confidential and remain confidential until Council determines otherwise.*
- **GF06: NSOP Redevelopment - Project Financing**

*This is Page No 17 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

**1.THAT** the meeting be closed to the public in accordance with Section 10A(2) (d):

- commercial information of a confidential nature that would, if disclosed--
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,

**2.THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

The meeting was closed to the public and the recording was stopped. The meeting recommenced in Closed Session at 6.20pm.

Councillor Baker joined the meeting remotely at 7:12pm during consideration of Item GF06.

### **Open Session**

The meeting was re-opened to the public at 7.35pm.

The General Manager advised that during the Closed Session, the Committee had recommended as follows:

17. **GF02: North Sydney Council - Waiving Charges COVID -19 Policy – Update**  
**Resolved to Recommend:**  
**1.THAT** the report be received.
18. **GF04: Draft 2020/21 Fees and Charges Schedule**  
**Resolved to Recommend:**  
**1. THAT** the Draft 2020/21 Fees and Charges Schedule be endorsed and placed on public exhibition for a minimum of 28 days.
19. **GF05: Impairment of Register Debts**  
**Resolved to Recommend:**  
**1.THAT** this matter be deferred for a further report to Council following further investigation by staff as to the capacity to recover the debts.
20. **GF06: NSOP Redevelopment - Project Financing**  
**Resolved to Recommend:**  
**1. THAT** the Committee note the loan options for financing the NSOP complex redevelopment as outlined in the confidential report.  
**2. THAT** the Committee support further negotiation and clarification of the loan conditions and management of cashflow to the anticipated construction program.  
**3. THAT** a further report be presented to Council following negotiations to finalise the loan option for financing the NSOP complex redevelopment.

---

*This is Page No 18 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

The meeting concluded at 7.37pm.

---

**CHAIRPERSON**

---

**GENERAL MANAGER**

---

*This is Page No 19 of the Minutes of the Governance & Finance Committee Meeting of the North Sydney Council held on Monday 1 June 2020.*

## **8.2. Minutes of Legal and Planning Committee - 15 June 2020**

**AUTHOR:** Ian Curry, Manager Governance & Committee Services

**ENDORSED BY:** Joseph Hill, Director City Strategy

### **ATTACHMENTS:**

1. Legal & Planning Committee Minutes - 15 June 2020 [8.2.1 - 6 pages]

### **PURPOSE:**

Council is required to consider the Minutes of this Committee under the Code of Meeting Practice.

### **EXECUTIVE SUMMARY:**

This report presents the recommendations of the last meeting of the Legal and Planning Committee held on 15 June 2020 for Council adoption. The Minutes are attached for information.

### **FINANCIAL IMPLICATIONS:**

Nil.

### **RECOMMENDATION:**

1. **THAT** the Current Appeals and Results – June 2020 report be received. (3.1)
2. **THAT** a report be provided to Council on the offer to withdraw with both parties bearing costs, regarding 13 Shellcove Rd Neutral Bay. (3.1)
3. **THAT** the report of Development Applications Received during Q3 of the 2019/20 financial year be received. (3.2)
4. **THAT** the Variations to Development Standards - 2019/2020 Q3 report be received. (3.3)
5. **THAT** the NSLEP 2013 Amendments 25, 27 and 28 - Post Gazettal Report be received. (3.4)
6. **THAT** the North Sydney Economic Development Strategy - Implementation Update report be received. (3.5)

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

5. Our Civic Leadership

5.2 Council is well governed and customer focused

## **BACKGROUND**

In accordance with Council's Code of Meeting Practice:

*20.24 The minutes of meetings of each Committee of the Council must be confirmed at a subsequent meeting of the committee.*

The Charter of the Legal and Planning Committee states:

*11.3 The recommendations arising at Committee meetings are to be submitted to the next available Council meeting for adoption. Any Councillor, irrespective of whether that Councillor is a member that Committee may be the mover or seconder of such recommendations.*

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

This report presents the recommendations of the last meeting of the Legal and Planning Committee held on 15 June 2020 for Council adoption. The Minutes are attached for information.

**NORTH SYDNEY COUNCIL**

**REPORT OF LEGAL AND PLANNING COMMITTEE**

**SUBJECT: PROCEEDINGS OF COMMITTEE AT MEETING HELD IN THE SUPPER ROOM AT THE COUNCIL CHAMBERS, NORTH SYDNEY, ON MONDAY 15 JUNE 2020 AT 6.30PM.**

**PRESENT**

Councillor Gibson in the Chair, Councillors Baker, Brodie, Drummond, Keen and Mutton.

**Staff:** Ken Gouldthorp, General Manager  
Joseph Hill, Director City Strategy  
Craig Winn, Solicitor  
Stephen Beattie, Manager Development Services  
Ian Curry, Manager Governance & Committee Services (Minutes)

**Visitors:** Nil

**Apologies** were received from Councillors Barbour and Carr.

At the commencement of business (6.51pm) those present in the Supper Room were: The Mayor, Councillor Gibson in the Chair, Councillors Brodie, Drummond and Mutton.

Participating remotely was:

Councillor Baker

**Declarations of Interest**

Item 3.1 - 8 Levick St – Cr Drummond (Non Pecuniary/non-significant) – residential property is in same street

**9. Minutes**

The Minutes of the previous meeting held on 9 March 2020, copies of which had been previously circulated, were taken as read and confirmed.

The Motion was moved by Councillor Mutton and seconded by Councillor Brodie.

Voting was as follows:

For/Against 6/0

---

*This is Page No 9 of the Minutes of the Legal and Planning Committee Meeting of the North Sydney Council held on Monday 15 June 2020.*

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Absent	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Y	

### 10. 3.1 Current Appeals and Results – June 2020

Report of Craig Winn, Solicitor

Report on current appeal and prosecution matters.

Attached is a list of current appeal and prosecution matters as at 4 June 2020 for Council's information.

As at 4 June 2020, Council has incurred \$1,184,735 on legal fees for the 2019/2020 financial year and recovered legal costs in the amount of \$157,045. The legal budget for 2020 financial year is \$ 1,500,000.00.

**Recommending:**

1. **THAT** the Current Appeals and Results – June 2020 report be received.

A Motion was moved by Councillor Gibson and seconded by Councillor Brodie.

1. **THAT** the Current Appeals and Results – June 2020 report be received.

2. **THAT** a report be provided to Council on the offer to withdraw with both parties bearing costs, regarding 13 Shellcove Rd Neutral Bay.

**Resolved to Recommend:**

1. **THAT** the Current Appeals and Results – June 2020 report be received.

2. **THAT** a report be provided to Council on the offer to withdraw with both parties bearing costs, regarding 13 Shellcove Rd Neutral Bay.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Absent	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Y	

### 11. 3.2 Development Applications Received - Q3 2019/20

Report of Stephen Beattie, Manager Development Services

This report provides a list of the applications received by Council between 1 January 2020 and 31 March 2020. Its purpose is to provide Councillors and other interested persons with an understanding of the application types received and processed by the Development Services Department.

During this period 108 applications of all types were received. Of those 58 applications have already been determined as of 25 May 2020.

A total of 132 applications were determined in Q3 of financial year 2019/20.

**Recommending:**

1. **THAT** the report of Development Applications Received during Q3 of the 2019/20 financial year be received.

The Motion was moved by Councillor Mutton and seconded by Councillor Brodie.

---

*This is Page No 10 of the Minutes of the Legal and Planning Committee Meeting of the North Sydney Council held on Monday 15 June 2020.*



**Resolved to Recommend:**

**1. THAT** the report of Development Applications Received during Q3 of the 2019/20 financial year be received.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Absent	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Y	

**12. 3.3 Variations to Development Standards - 2019/2020 Q3 Reporting Period**

Report of Stephen Beattie, Manager Development Services

Planning Circular PS 18-003 sets out certain procedural and reporting requirements for the processing of CI4.6 and SEPP1 variations to development standards. This report addresses those requirements.

Any variation to a development standard of greater than 10% must be reported to the North Sydney Local Planning Panel for determination. Variations under 10% can be determined by Assessment Staff under delegated authority.

The Planning Circular provides that to achieve transparency and integrity in the planning framework, the following monitoring and reporting measures must be followed:

- Proposed variations to development standards cannot be considered without a written application objecting to the development standard and dealing with the matters required to be addressed by the relevant instrument.
- A publicly available online register of all variations to development standards approved by the consent authority or its delegates is to be established and maintained. This register must include the development application number and description, the property address, the standard to be varied and the extent of the variation.
- A report of all variations approved (including under delegation) must be submitted to [developmentstandards@planning.nsw.gov.au](mailto:developmentstandards@planning.nsw.gov.au) within four weeks of the end of each quarter (i.e. March, June, September and December) in the form provided by the Department.
- A report of all variations approved under delegation from a council must be provided to a meeting of the council at least once each quarter.

Attached is the tabulated Development Standard variations approved for Q3 of the financial year 2019/20. Of the 6 variations recorded, all are technical in nature.

**Recommending:**

**1. THAT** the Variations to Development Standards - 2019/2020 Q3 report be received.

The Motion was moved by Councillor Baker and seconded by Councillor Mutton.

**Resolved to Recommend:**

**1. THAT** the Variations to Development Standards - 2019/2020 Q3 report be received.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour		Absent
Beregi		Absent	Drummond	Y	
Keen	Y		Gunning		Absent
Brodie	Y		Mutton	Y	
Carr		Absent	Baker	Y	

### 13. 3.4 NSLEP 2013 Amendments 25, 27 and 28 - Post Gazettal Report

Report of Liam Rogers, Student Strategic Planner

This report is to inform Councillors of the gazettal of three amendments to NSLEP 2013 relating to sites in St Leonards. The report provides a summary of the strategic planning work undertaken in St Leonards/Crows Nest and a brief overview of the progression of each Planning Proposal in this context.

Council has undertaken considerable strategic planning work in St Leonards and Crows Nest, since the adoption of the St Leonards/Crows Nest Planning Study – Precinct 1 in 2011 and the St Leonards/Crows Nest Planning Study – Precincts 2 & 3 in 2015. These studies were informed by extensive community consultation, as well as detailed urban design, transport and employment analysis. These studies sought to provide a holistic, place-based approach to strategic planning in St Leonards and Crows Nest and to manage the high levels of development interest in the area.

Between 2015 and 2017, three Planning Proposals were lodged for sites in St Leonards at 575-583 Pacific Highway (PP 7/15), 23-35 Atchison Street (PP 1/18) and 100 Christie Street (PP 6/16) all of which were largely consistent with the outcomes of Council's endorsed strategic planning studies for the locality. All proposals were accompanied by Voluntary Planning Agreements (VPAs) seeking to deliver significant public benefits including funds for the upgrade of Hume Street Park, embellishment and dedication of Christie Street reserve, dedication of co-working space, a linear park along Oxley Street and increased setbacks at the ground level along Atchison Street.

In June 2017, the Department of Planning, Industry and Environment (DPIE) announced this area as a Planned Precinct and released the draft St Leonards and Crows Nest 2036 Plan (SLCN Draft 2036 Plan) in October 2018. This has delayed the progression of these Planning Proposals as there has been some uncertainty around the proposed application of Special Infrastructure Contributions (SIC) for these sites. Council subsequently made representations to the DPIE seeking to ensure that the potential delivery of the VPAs associated with these proposals are not eroded through the potential application of any future SIC requirement. The DPIE has advised that it may accept the VPAs as being a satisfactory arrangement for the delivery of any SIC requirement.

On 15 May 2020, North Sydney Local Environmental Plan Amendments 25, 27 and 28 were gazetted following their publication on the NSW legislation website. These amendments include the following:

- Amendment 25 – 575-583 Pacific Highway, St Leonards. This amendment increases the maximum building height from 26m to 56m and applies a maximum FSR of 7:1 to the whole site.
- Amendment 27 – 23-35 Atchison Street, St Leonards. This amendment increases the maximum building height from 20m to 56m, increases the minimum non-residential FSR from 0.6:1 to 1.5:1, and imposes a maximum FSR of 6.3:1.
- Amendment 28 – 100 Christie Street, St Leonards. This amendment permits 'shop top housing' on the site, under Schedule 1 of NSLEP 2013. It increases the maximum building height from 49m to 132m, introduces a maximum FSR of 18:1

*This is Page No 12 of the Minutes of the Legal and Planning Committee Meeting of the North Sydney Council held on Monday 15 June 2020.*

and a minimum non-residential FSR of 4.25:1. The amendment also permits basement parking beneath Christie Street Reserve.

The gazettal of these Planning Proposals represents the culmination of years of Council's strategic planning work in the area. All three proposals will require ongoing monitoring by Council to ensure the delivery of the VPA components of each project. Council has entered into formal arrangements with each of the proponents to the gazetted LEP amendments to deliver significant public benefits through VPAs. Council will need to monitor the implementation and delivery of these VPAs.

**Recommending:**

**1. THAT** the NSLEP 2013 Amendments 25, 27 and 28 - Post Gazettal Report be received.

The Motion was moved by Councillor Baker and seconded by Councillor Mutton.

**Resolved to Recommend:**

**1. THAT** the NSLEP 2013 Amendments 25, 27 and 28 - Post Gazettal Report be received.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Absent	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Y	

**14. 3.5 North Sydney Economic Development Strategy - Implementation Update**

Report of James Marshall, Economic Development Coordinator

The purpose of this report is to provide an update on the implementation of the North Sydney Economic Development Strategy and a summary of the economic changes that have taken place since its development.

The North Sydney Economic Development Strategy was adopted in August 2016 following community consultation. The Strategy outlines Council's vision for economic development in a consolidated policy document, which aims to address the following issues:

- Office market supply and grade;
- Limited vibrancy of North Sydney Centres;
- Limited night-time economy;
- Additional support for North Sydney businesses; and
- Opportunities for new infrastructure.

Of the 22 strategies and 50 related actions, 5 actions have been completed, 31 actions are on track, 7 actions are delayed and 7 actions are not progressing.

The North Sydney Local Government Area (LGA) has experienced significant economic growth since 2016. However, COVID-19 represents a significant threat to the economy. Council has put in place measures to support local businesses impacted by the pandemic.

**Recommending:**

**1. THAT** the North Sydney Economic Development Strategy - Implementation Update report be received.

The Motion was moved by Councillor Keen and seconded by Councillor Drummond.

---

*This is Page No 13 of the Minutes of the Legal and Planning Committee Meeting of the North Sydney Council held on Monday 15 June 2020.*

**Resolved to Recommend:**

**1. THAT** the North Sydney Economic Development Strategy - Implementation Update report be received.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Absent	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Y	

The meeting concluded at 7.02pm.

---

CHAIRPERSON

---

GENERAL MANAGER

---

*This is Page No 14 of the Minutes of the Legal and Planning Committee Meeting of the North Sydney Council held on Monday 15 June 2020.*

## **9. Reports to Council**

### **9.1. Matters Outstanding - June 2020**

**AUTHOR:** Ian Curry, Manager Governance & Committee Services

**ENDORSED BY:** Carrie Chan, Executive Governance Manager

**ATTACHMENTS:**

1. Matters Outstanding 22 June 2020 [9.1.1 - 12 pages]

**PURPOSE:**

To report to Council on the status of Councillor resolutions.

**EXECUTIVE SUMMARY:**

Each month, a report is presented to Council on the status of those resolutions arising from Mayoral Minutes and Notices of Motion.

The attached table has been updated to include resolutions from the 18 May 2020 Ordinary Meeting of Council.

**FINANCIAL IMPLICATIONS:**

Nil.

**RECOMMENDATION:**

1. **THAT** the report be received.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

5. Our Civic Leadership

5.2 Council is well governed, and customer focused

## **BACKGROUND**

The previous report to Council on this matter was on 18 May 2020.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

Attached is the updated table of outstanding resolutions for the information of Council.

## ATTACHMENT 1



**REPORT TO THE COUNCIL MEETING OF 22 JUNE 2020 ON MATTERS OUTSTANDING FROM NOTICES OF MOTION OR COUNCILLOR REQUESTS FOR ACTION, UP TO THE 18 MAY 2020 MEETING**

	<b>Meeting Date and Min. No.</b>	<b>Item Reference</b>	<b>Agreed Action</b>	<b>Responsible Director</b>	<b>Target Date</b>	<b>Current Status</b>
1.	27/08/18 (Min. No.295)	NoM04: Notice of Motion No. 20/18 by Crs Keen and Mutton – 22/08/18, Re: The Return of Hockey to North Sydney	1. THAT Council in principle support a hockey field in the North Sydney LGA. 2. THAT Council report on the options available for hockey.	OSE	Jun 2020	Matter raised at Sports and Recreation Reference Group for discussion. A report was presented to the Sport & Recreation Reference Group meeting on 18 November 2019, which will be presented to Council with comments from the Reference Group.
2.	19/11/18 (Min. No.426)	NoM03: Notice of Motion No. 30/18 by Cr Mutton - 14/11/18, Re: Wendy's Secret Garden	1. THAT Council resolve to call for a report on the options that are available to bridge or enclose the water course and estimate the costs of delivering each of the options.	OSE  EPS Assessment <b>Complete</b>	Jun 2020	Engineers are investigating a diversion of the watercourse.  Council staff met with Cr Mutton on site 4 March to discuss what is required to address the issue in the NoM. EPS & OSE staff will prepare a concept plan to address the issues raised at the site meeting.  Consultant has prepared costings and they have been distributed to all stakeholders

**Report on Matters Outstanding - Meeting of 22/06/20**

	<b>Meeting Date and Min. No.</b>	<b>Item Reference</b>	<b>Agreed Action</b>	<b>Responsible Director</b>	<b>Target Date</b>	<b>Current Status</b>
						<p>Site meeting held on 1 May to discuss design options with stakeholders. A new design is being prepared based on stakeholder feedback.</p> <p>Site meeting held with garden's volunteer coordinator 29 October 2019. Option for embankment stabilisation selected, budget bid will be prepared for the 2020/21 financial year considerations and a report prepared for Council.</p>
3.	27/05/19 (Min. No. 126)	MM02: Floating Dry Dock Development Application for 6 John Street, McMahons Point	<p>1. THAT Council writes to the Chair of the Sydney North Planning Panel (SNPP), Mr Peter Debnam, to request that, given the significant community interest in the development application for the installation of a floating dry dock facility at 6 John Street (Noakes Boat Yard) in McMahons Point, a public briefing meeting be held in addition to the formal determination meeting;</p> <p>2. THAT Council offer the Hutley Hall as the venue for the requested meeting;</p> <p>3. THAT the DA applicant and members of the community who have made submissions be invited to attend;</p> <p>4. THAT Council invites the local members, Ms Felicity Wilson and Mr</p>	CiS	Timing unknown – DA still under assessment	<p>The Panel remains open to holding the requested meeting in the context of Covid obligations.</p> <p>The DA remains under assessment with a detailed update provided to Councillors in the 28 May 2020 Councillor Bulletin (item 11)</p>



## Report on Matters Outstanding - Meeting of 22/06/20

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			Trent Zimmerman to attend the meeting; and 5. THAT Council provides the required administrative support as provided for in the Planning Panels Operational Procedures September 2016.			
4.	27/05/19 (Min. No. 131)	NoM01:Notice of Motion No. 5/19 - Crs Baker, Carr and Beregi – 22/05/19, Re: Compliance with DA 1164/90 – Noakes: 6 John Street, McMahons Point	1. THAT Council take all necessary action to ensure compliance with the conditions of consent of DA 1164/90 for redevelopment of the existing boat maintenance facility at 6 John Street, McMahons Point. 2. THAT, in particular, such action include all steps necessary to ensure the enforcement of the public benefit condition D51 which required the developer to “provide a public jetty extending from land below John Street, approximately in the location of the former sea baths, subject to the design and position being acceptable to Council”.	CiS	Jul 2020	Following on from legal correspondence between the parties, a meeting was held with representatives from Stannards, Noakes and Council on 12 September 2019. The primary undertaking from that meeting was the formation of a working group to works towards the construction of the subject jetty.
5.	23/09/19 (Min. No. 254)	MM01: Trees at the Coal Loader	1. THAT a report be prepared on ways to provide additional shade at the Coal Loader Platform in time for the 2020/21 summer. The report should: a) provide a range of options for Council to consider, including planting additional trees along	OSE	Jun 2020	Investigation into appropriate options is being undertaken.

## Report on Matters Outstanding - Meeting of 22/06/20

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			<p>the periphery of the Platform as well as options for shade using the existing colonnade;</p> <p>b) include a review of essential facilities on the Platform and recommendations for providing additional facilities, such as toilets and a drinking fountain, if required;</p> <p>c) include the cost of installing and maintaining each option; and</p> <p>d) be provided to Council in time to incorporate a project in the 2020/21 Operational Plan if required.</p>			
6.	28/10/19	NoM01: Notice of Motion No. 10/19 – Cr Brodie – 23/10/19, Re: More Basketball Hoops and Netball Goal Rings for Informal Play in North Sydney	<p>1. THAT Council requests a brief report to evaluate installing basketball hoops on existing hard surfaces and netball rings on grass and hard surfaces in North Sydney. The report to include cost, suggested locations where hard surfaces already exist that are suitable for basketball and grass areas suitable for netball goal rings in areas that are not in close proximity to residential areas. Suggested areas to include : Anderson Park, area under the Sydney Harbour Bridge and the Coal Loader.</p>	OSE	Jun 2020	Report provided to March Sport and Recreation Reference Group (Minutes reported to 27 April Council meeting). Report to Council 22 June 2020

**Report on Matters Outstanding - Meeting of 22/06/20**

	<b>Meeting Date and Min. No.</b>	<b>Item Reference</b>	<b>Agreed Action</b>	<b>Responsible Director</b>	<b>Target Date</b>	<b>Current Status</b>
7.	25/11/19 (Min. No. 325)	MM01: RE: Jacaranda Season	1. THAT Council staff prepare a report on options for managing the impact of visitors in McDougall Street, Kirribilli; 2. THAT the options include traffic management, the provision of additional amenities or services, multilingual communications and the feasibility of holding a full day festival; and 3. THAT an estimate of costs for each option be provided.	EPS	Dec 2020	Matter deferred to December 2020 Council meeting.
8.	25/11/19 (Min. No. 363)	NoM01: Notice of Motion No. 11/19 – Crs Baker, Beregi and Carr – 13/11/19, Re: Review of the Neutral Bay Heritage Conservation Area	1. THAT the matter be deferred to the Legal and Planning Committee to clarify potential conflicts of interest and discuss the concerns raised by the Director City Strategy.	CiS	Aug 2020	A report was submitted to the 9 March Legal and Planning Committee meeting. Council on 6 April resolved that the matter be deferred until the 2020/21 financial year.
9.	24/02/20 (Min. No. 6)	MM02: Bring Back the Roundabout	1. THAT Council staff prepare a report to identify the costs associated with reinstating the roundabout with a flat top like the one on Alexander Street and identify a funding source. 2. THAT consideration be given to improving pedestrian access in the new design.	EPS	Jun 2020	A report addressing the actions related to associated costs with reinstating the roundabout and improving pedestrian access in the new design is being prepared for the 22 June 2020 Council meeting.

**Report on Matters Outstanding - Meeting of 22/06/20**

	<b>Meeting Date and Min. No.</b>	<b>Item Reference</b>	<b>Agreed Action</b>	<b>Responsible Director</b>	<b>Target Date</b>	<b>Current Status</b>
10.	24/02/20 (Min. No. 7)	MM03: Diverting Food Waste from Landfill	1. THAT staff prepare a report on the options for conducting a food waste diversion trial that: a. includes information on costs and likely community interest to participate in a trial; and b. includes details on any smart phone applications that could be used to allow residents to express an interest in food waste collection in their street.	OSE	Dec 2020	This report cannot be developed until such time as we can arrange meetings with other Councils and associated contactors. None are available at this present time. Project and report delayed until December 2020.
11.	24/02/20 (Min. No. 8)	MM04: Prioritising Pedestrians	1. THAT staff prepare a report on options for improving our focus on pedestrian needs and that the report considers how to ensure that all voices are equally heard when balancing the needs of motorists, cyclists, pedestrians and public transport.	EPS	Jul 2020	A Report is being prepared by Council's Traffic Engineer and will be submitted to the July 2020 Council Meeting.
12.	24/02/20 (Min. No. 42)	Notice of Motion No. 1/20 – Cr Mutton– 24/11/19  Re: Extension of Land into Sawmillers Reserve	THAT Council resolve to: i. Seek to lease on terms to be approved by Council from the Government of NSW the “unused land” and incorporate that land in to Sawmillers Reserve. ii. Seek to reach an agreement on terms to be approved by Council with the Government of NSW and the Scout Association of Australia, North Sydney Region	OSE	Aug 2020	

## Report on Matters Outstanding - Meeting of 22/06/20

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			pursuant to which the toilets in that hall are made available for public use.			
13.	23/03/20 (Min. No 56)	MM05: Free 15 Minute Parking at all Meters	<p>1. THAT Council receive a report from the General Manager (Director Engineering and Property Services) outlining the practicality of running a 12-month trial for free 15 minute parking at all North Sydney Council parking meters.</p> <p>2. THAT the report be submitted to the 27 April 2020 Council meeting, if practicable.</p>	EPS	Jan 2021	At the 27 April 2020 Council Meeting, this matter was deferred to January 2021.
14.	23/03/20 (Min. No 74)	Item 18: Notice of Motion No. 3/20 – Crs Beregi, Baker and Carr – 15/03/20,  Re: Street Play - Pilot Program for North Sydney LGA	<p>1. THAT Council prepare a report investigating the temporary closing of specific streets in the North Sydney LGA for a few hours on some Sunday afternoons to allow children and members of the community to participate in Street Play.</p> <p>2. THAT the Council report be modelled on the initiative suggested by Waverley Mayor Paula Masselos and the report by Waverley Council as well as the report and any findings from the Inner West Council relating to a similar Play Street initiative,</p> <p>3. THAT the Council report identify possible streets in the North Sydney</p>	EPS	Jun 2020	This Item will be further investigated, and a Report will be prepared to be submitted the June 2020 Council Meeting.

**Report on Matters Outstanding - Meeting of 22/06/20**

	<b>Meeting Date and Min. No.</b>	<b>Item Reference</b>	<b>Agreed Action</b>	<b>Responsible Director</b>	<b>Target Date</b>	<b>Current Status</b>
			<p>LGA for a Pilot Program of “Street Play” in North Sydney</p> <p>4. THAT the Council report consider following the Waverley model of Street Play, by defining the pilot program of Street Play as an event thereby allowing Council to provide the appropriate insurance cover.</p> <p>5. THAT the Council report identify financial implications and sources of funding, where needed.</p> <p>6. THAT should the Council adopt the report to proceed with the Pilot Program, then Council refer the report to the Traffic Committee for its support.</p> <p>7. THAT should the Pilot Program be adopted, that Council apply to Sport Australia to provide funding for Street Play.</p>			
15.	27/04/20 (Min. No. 79)	MM01: COVID-19 Financial Support	<p>1. THAT Council calls on the Federal Government and NSW Government to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to enable them to continue to operate effectively and provide essential services during the COVID-19 pandemic.</p> <p>2. THAT Council calls for the packages to include the following measures:</p>			Letters sent 17/6/2020 <b>COMPLETED</b>

**Report on Matters Outstanding - Meeting of 22/06/20****Page 9**

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			<ul style="list-style-type: none"> <li>• Increasing Financial Assistance Grants payments to 1% to help councils maintain essential functions and services, acknowledging the increased costs and mounting revenue losses arising from COVID-19 as well as giving councils capacity to provide hardship assistance to businesses and residents.</li> <li>• Immediate financial assistance to support council employees, especially in early education and care.</li> <li>• Providing stimulus funding to councils for projects that will help sustain council operations and boost local economies. This could be achieved through increasing or bringing forward funding under existing funding programs or introducing new programs.</li> <li>• Increased access to TAFE, VET and other apprenticeship opportunities that council staff can undertake to address skill shortages, especially for staff in non-essential services who are unable to be redeployed.</li> </ul> <p>3. THAT Council commends the NSW and Federal Governments on their stewardship during this crisis and commits to working in</p>			

**Report on Matters Outstanding - Meeting of 22/06/20****Page 10**

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			<p>partnership to protect community health and sustain local economies through this crisis.</p> <p>4. THAT Council write to the local Federal Member for North Sydney, Mr Trent Zimmerman MP; the local State Member for North Shore, Ms Felicity Wilson MP; Prime Minister, the Hon Scott Morrison MP; NSW Premier, the Hon Gladys Berejiklian MP; Federal Treasurer, the Hon Josh Frydenberg MP; NSW Treasurer, the Hon Dominic Perrottet MP; NSW Local Government Minister, the Hon Shelley Hancock MP; Federal Minister for Local Government, the Hon Mark Coulton MP; Federal Opposition Leader, the Hon Anthony Albanese MP; NSW Opposition Leader, Ms Jodi McKay MP; Federal Shadow Minister for Local Government, Mr Jason Clare MP; and NSW Shadow Minister for Local Government, Mr Greg Warren MP, to confirm their support for increased financial assistance and stimulus funding for local government to help councils maintain essential services and employment during the COVID-19 pandemic.</p> <p>5. THAT Council endorses Local Government NSW's sector-wide campaign to obtain financial assistance, employment support and</p>			



## Report on Matters Outstanding - Meeting of 22/06/20

Page 11

	Meeting Date and Min. No.	Item Reference	Agreed Action	Responsible Director	Target Date	Current Status
			<p>stimulus funding for the local government sector.</p> <p>6. THAT Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute.</p> <p>7. THAT Council commend Councillor Linda Scott, President of LGNSW, for her successful action on this matter.</p>			
16.	18/05/20 (Min. No. 3)	6.1. North Sydney Olympic Pool and Easing of COVID-19 Restrictions	<p>1. THAT Council undertake the 12-monthly structural engineering review of the pool shell and subject to the results of the review not identifying significant further deterioration, the North Sydney Olympic Pool outdoor pool be made available for lap swimming, initially on a pre-booking basis as soon as possible.</p> <p>2. THAT Council continue to progress the redevelopment of NSOP as a priority in order to address the deteriorated condition of the Facility and return it to full operation as quickly as possible, post COVID-19.</p> <p>3. THAT a report be provided to Council on usage after the pool opens.</p>	OSE		Report submitted to Council 22 June 2020

**Report on Matters Outstanding - Meeting of 22/06/20**

---

**KEN GOULDTHORP, General Manager**

**Legend:**

GMO - General Manager's Office

CIS - City Strategy Division

CLS - Community and Library Services Division

COS - Corporate Services Division

EPS - Engineering and Property Services Division

OSE - Open Space and Environmental Services Division

MM - Mayoral Minute

MoU - Matter of Urgency

NoM - Notice of Motion

NoRM - Notice of Rescission Motion

Q - Question with/without Notice

## **9.2. Draft 2020/21 Operational Plan & Budget**

**AUTHOR:** Sarah Malcolm, Corporate Planning Coordinator  
Darren Goode, Manager Accounting Services

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

### **ATTACHMENTS:**

1. Operational Plan 2020-21 - June 2020 [9.2.1 - 102 pages]

### **PURPOSE:**

The *Draft 2020/21 Operational Plan & Budget* is presented to Council for endorsement to publicly exhibit for a minimum of 28 days. It has been prepared under unusual circumstances. Consideration has been given to the financial implications of the Federal and State Government measures implemented in response to the COVID-19 pandemic. The expected impacts were reported to the Council at its April and May 2020 meetings.

### **EXECUTIVE SUMMARY:**

The emerging and rapidly changing State legislation and policy response to COVID-19 raises substantial risk to Council's budget. Deferral of the rate due date by one month, waiver on the interest on arrears for six months and currently mooted potential deferrals to infrastructure charges raises significant risks for Council's cash flow and total revenue collections.

Council is cognisant of the impact of COVID-19 on the economy, the organisation and the community. Council responded with a significant support package, despite incurring significant losses in doing so. Notwithstanding, we need to be mindful and realistic of Council's limited resources and the impact of COVID-19 responses on Council's capacity to maintain infrastructure and long-term financial sustainability.

In accordance with the COVID-19 pandemic provisions under the *Local Government Act 1993*, the Council must adopt its Operational Plan & Budget for the incoming financial year by 31 July 2020, outlining the activities to be undertaken in the next financial year (i.e. from 1 July 2020), as part of the Delivery Program.

The *Draft 2020/21 Operational Plan & Budget* is a subset of Council's *Delivery Program 2018/19- 2020/21*, detailing the activities (projects and services) that will be undertaken in Year 3 of the Delivery Program. However, it is presented by Divisional view instead of by Strategic view (by the Strategic Directions as per the Delivery Program). This is consistent with the presentation of previous Operational Plans.

### **FINANCIAL IMPLICATIONS:**

The *Draft 2020/21 Budget* has been prepared in accordance with Section 405 of the *Local Government Act 1993* and the *OLG Integrated Planning and Reporting Guidelines (2013)*. It includes the *Draft 2020/21 Revenue Policy*. The *Draft 2020/21 Revenue Policy* has been prepared in accordance with the *Local Government Regulation 2005*.

**RECOMMENDATION:**

**1. THAT** Council endorse the Draft 2020/21 Operational Plan & Budget, to be placed on public exhibition for 28 days, concurrent with the Amended Resourcing Strategy.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

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

#### **5.1 Council leads the strategic direction of North Sydney**

## **BACKGROUND**

Council at its meeting of 7 May 2018 resolved (Min. No. 133 and 134) resolved that the *Draft Delivery Program 2018/19-2020/21* be based on Scenario 3 of the *Long Term Financial Plan* (LTFP) in order to meet community expectations in accordance with the community consultation findings of the *Community Strategic Plan* review. The draft plan was publicly exhibited for 28 days from 10 May 2018.

Council at its meeting of 25 June 2018 resolved (Min. No. 208) to adopt the *Delivery Program 2018/19-2020/21* (inclusive of the 2018/19 Operational Plan & Budget and revised forecast estimates for 2019/20 i.e. Year 2 and 2020/21 i.e. Year 3) prepared under Scenario 3 of the *Resourcing Strategy*.

Council at its meeting of 29 October 2018 (Min. No. 366) resolved to endorse the *Amended Delivery Program* and draft *2019/20 Revenue Policy* for public exhibition. The exhibition period was held 1 November 2018 to 16 January 2019, concurrent with the proposed SRV and minimum rate increase consultation.

Council at its meeting of 29 January 2019 (Min. No. 10) resolved to adopt the *Amended Delivery Program* and *2019/20 Revenue Policy*. Council also resolved to apply to IPART for an SRV and minimum rate increase in accordance with Scenario 3 of the LTFP.

On 13 May 2019, IPART granted partial approval of the SRV and minimum rate increase for three years, commencing from 1 July 2019.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## **DETAIL**

Section 405 of the *Local Government Act 1993* requires that the plan be prepared in accordance with the following requirements:

- is exhibited prior to adoption, for a minimum period of 28 days - submissions are accepted during the exhibition period and considered prior to adopting the final plan;

- includes a statement of revenue policy, including display of maps showing the parts of the Council area to which each category and sub-category of the ordinary rate and each special rate applies;
- is adopted before the beginning of each financial year (however due to COVID-19 this has been extended to 31 July 2020); and
- the final plan is available from Council's website within 28 days of adoption.

### **Proposed Project Amendments (compared to Year 3 of adopted Delivery Program)**

The draft Operational Plan consists of projects included in the adopted Delivery Program, which commenced in Year 1 and/or Year 2 and continue into Year 3, as well as projects scheduled to commence from Year 3 (inclusive of any new projects identified in the preparation of this plan). New projects include:

- projects discontinued or deferred due to budget reallocation;
- rescheduled projects start/end dates, including projects carried over from 2019/20 (as determined at end of Q3 2019/20); and
- new projects per Council resolutions and grant funding.

It is noted that post adoption of the Operational Plan, as per past practice, the Delivery Program will be updated to reflect the changes/new projects made to Year 3.

### **Proposed Budget Amendments (compared to Year 3 of adopted Delivery Program)**

The COVID-19 pandemic has caused revenue shortfalls in 2019/20 income and this has been modelled to continue for the first half of 2020/21. As reported via Item 9.3, the projected impacts in 2020/21 have been incorporated into the draft budget, resulting in an estimated \$7.9 million reduction in income compared to that forecast prior to the onset of the pandemic. This is due to facility closures, fee and lease waivers, reduced parking, delays in payment of both residential and business rates and the general economic downturn.

The draft 2020/21 budget forecasts a deficit of \$2.4 million before capital grants and contributions. Including capital grants and contributions, the forecast operating result is a surplus of \$2.6 million. On 1 June 2020, the Governance & Finance Committee resolved to recommend that reductions to the 2020/21 Capital Works Program totalling \$3.8 million be endorsed to partially mitigate the forecast reduction in income. These reductions have been reflected in Appendix 2 of Attachment 1.

The 2020/21 Capital Works Program includes increased expenditure on asset maintenance funded through the SRV approved in 2019, continued implementation of the Local Area Traffic Management Plans, commencement of the North Sydney Olympic Pool complex redevelopment and Hume Street Park open space expansion project, and implementation of the St Leonards Park Masterplan.

### **Draft 2020/21 Revenue Policy**

The draft *2020/21 Revenue Policy*, included in Appendix 1 of Attachment 1, includes the following:

- Residential and businesses rates inclusive of the approved SRV increase (which is will be shown on rates notices as inclusive of the annual rate peg);
- Special Levies previous approved, inclusive of the Environmental Levy and Infrastructure Levy applicable to all ratepayers, and the Crows Nest Mainstreet Levy and Neutral Bay Mainstreet Levy which are applicable to designated business ratepayers only (itemised separately on the rates notice); and
- A \$4 increase per residential property to the Domestic Waste Management Charge (DWMC) i.e. increase from \$400 to \$404. The pensioners discount remains 50% of the standard DWMC, therefore the cost will increase by \$2 to \$202 annual pick up service (compared to \$200 in 2019/20).

It is noted that deferral of the rates due date by one month (i.e. delayed payment is 30 September 2020) and waiver on the interest on arrears for six months pose significant risks for Council's cash flow and total revenue collections.

### **Proposed Public Exhibition Period**

The *Draft 2020/21 Operational Plan & Budget* is presented to Council for endorsement to publicly exhibit for a minimum of 28 days.

It is intended that the exhibition period run concurrent with the Amended Delivery Program and the *Draft 2020/21 Fees and Charges Schedule 2019/20* (which was reported via the Governance & Finance Committee meeting held 1 June 2020).



# Draft OPERATIONAL PLAN AND BUDGET 2020/21

## YEAR 3 OF THE DELIVERY PROGRAM 2018/19-2020/21

progressive *vibrant* diverse







# CONTENTS

<b>GENERAL MANAGER'S FOREWORD</b>	<b>3</b>
<b>INTRODUCTION</b>	<b>4</b>
<b>PERFORMANCE REPORTING</b>	<b>7</b>
<b>OUR VISION, MISSION &amp; VALUES</b>	<b>8</b>
<b>ELECTED MEMBERS</b>	<b>9</b>
<b>SENIOR MANAGEMENT</b>	<b>10</b>
<b>ORGANISATIONAL STRUCTURE</b>	<b>11</b>
<b>RESOURCING THE PLAN</b>	<b>12</b>
<b>BUDGETED INCOME STATEMENT</b>	<b>13</b>
<b>FINANCIAL ESTIMATES - BY DIVISION</b>	<b>14</b>

<b>GENERAL MANAGER'S OFFICE</b>	<b>15</b>
<b>CITY STRATEGY DIVISION</b>	<b>18</b>
<b>COMMUNITY &amp; LIBRARY SERVICES DIVISION</b>	<b>34</b>
<b>CORPORATE SERVICES DIVISION</b>	<b>45</b>
<b>ENGINEERING &amp; PROPERTY SERVICES DIVISION</b>	<b>61</b>
<b>OPEN SPACE &amp; ENVIRONMENTAL SERVICES DIVISION</b>	<b>76</b>
<b>APPENDIX 1: REVENUE POLICY 2020/21</b>	<b>89</b>
<b>APPENDIX 2: CAPITAL WORKS PROGRAM 2019/20</b>	<b>96</b>
<b>APPENDIX 3: SUPPORTING PLANS &amp; STRATEGIES</b>	<b>98</b>

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## GENERAL MANAGER'S FOREWORD

I invite you to provide feedback during the public exhibition of the *Draft Operational Plan & Budget 2020/21*.

The *Operational Plan & Budget 2020/21* details the projects and services to be delivered in Year 3 of Council's *Delivery Program 2018/29-2020/21*, to achieve the outcomes and strategies of the *North Sydney Community Strategic Plan 2018-2028*.

The 2020/21 budget has been prepared in unusual circumstances. While we acknowledge the impact COVID-19 has had on our local businesses and the community at large, Council is not isolated from the economic impacts. Council responded with a significant support package, despite incurring substantial losses in doing so.

We need to be mindful and realistic of Council's limited resources and the impact of COVID-19 responses on the organisation's capacity to maintain infrastructure and its long term financial sustainability. In order to manage the financial impact we have had to make difficult decisions and reduce costs. The impacts result in an estimated \$7.9 million reduction in income due to facility closures, fees and lease waivers for cafes and restaurants, reduced parking fees, delays in payment of both rates and the general economic downturn.

The 2020/21 budget forecasts a deficit of \$2.4 million before capital grants and contributions. Including capital grants and contributions, the forecast operating result is a surplus of \$2.6 million. The Capital Works Program has been reduced by \$3.8 million to offset the reduction in income. This means we have less funds available for infrastructure projects such as the resurfacing of North Sydney Oval and implementation of the Stanton Library Masterplan. These projects will be deferred to future years.

Regardless of the reduction to the 2020/21 Capital Works Program, highlights includes continued implementation of the Local Area Traffic Management Plans, commencement of the North Sydney Olympic Pool complex redevelopment and Hume Street Park open space expansion project, and implementation of the St Leonards Park Masterplan.

Despite the pandemic, 2019/20 was a busy year. Council adopted or progressed many major projects and policies that will guide our long-term decision making, including the Local Strategic Planning Statement. This work has established a strong decision-making framework to respond to the challenges in the years ahead. Council will also continue to pursue efficiencies in service delivery, and infrastructure and facilities renewal to ensure service levels to the community are maintained.

The impact of COVID-19, including emerging amendments to State legislation impacting local government financial arrangements and general economic conditions, raise significant risk to Council's cash flow and financial position. Under the circumstances the *Operational Plan & Budget 2020/21* must be treated as a dynamic document. Council will continue to monitor and respond to emerging financial impacts.



**Ken Gouldthorp**  
GENERAL MANAGER



# INTRODUCTION

## INTEGRATED PLANNING AND REPORTING

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

While Council is the key driver of the Community Strategic Plan, its implementation is the shared responsibility of all community stakeholders. Council does not have full responsibility for implementing or resourcing all the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes.

Through the *Delivery Program 2018/19-2020/21* Council outlines the actions it will undertake during its electoral term to contribute towards the long term outcomes and strategies of the Community Strategic Plan.

The Delivery Program follows the same structure of the Community Strategic Plan, including five interrelated key themes known as directions. Each direction details the desired outcomes, and strategies that will be

implemented to address the community's aspirations for its future. The directions (not listed in any order of importance) are:

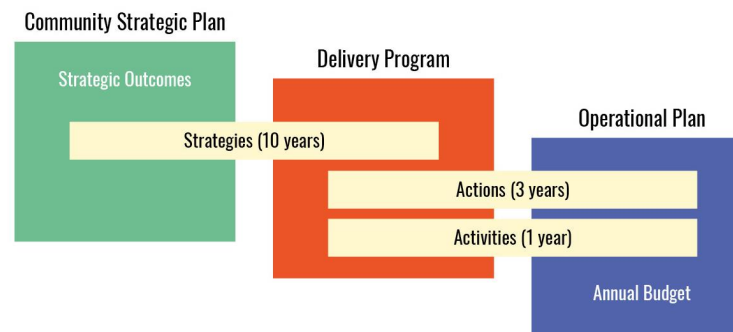
- ▶ Our Living Environment
- ▶ Our Built Infrastructure
- ▶ Our Future Planning
- ▶ Our Social Vitality
- ▶ Our Civic Leadership

The Delivery Program is also informed by Council's ten-year Resourcing Strategy. The Resourcing Strategy focuses on long term financial planning, long term asset management planning and medium term workforce management planning. It is the critical link between the Community Strategic

Plan and the Delivery Program, detailing the provision of resources required to implement strategies established by the Community Strategic Plan for which Council is responsible.

The following diagram illustrates the relationship between the various levels of Council's Integrated Planning and Reporting (IP&R) Framework, in particular, how activities cascade from the Delivery Program to the Operational Plan.

Note: Usually the Delivery Program covers four years but the horizon of the plan was shortened to three years for this election cycle.



## INTRODUCTION

### ABOUT THE OPERATIONAL PLAN

The Operational Plan has been prepared in accordance with Section 405 of the *Local Government Act 1993*. It covers the period 1 July 2020 to 30 June 2021. It is a sub-plan of the Delivery Program. It includes a detailed budget and allocates responsibilities for each project

Clause 201 of the *Local Government Regulation 2005* includes provisions relating to the content of the council's annual statement of revenue policy. This includes:

- ▶ estimated income and expenditure;
- ▶ ordinary rates and special rates - refer to Appendix 1: Revenue Policy 2020/21;
- ▶ proposed fees and charges (presented separately - *Fees and Charges Schedule*);
- ▶ proposed pricing methodology; and
- ▶ proposed borrowings.

Clause 203 of the Regulation requires that budget review statements and a revision of estimates must be reported to the Council within two months after the end of each quarter (except the June quarter).

North Sydney Council Operational Plan 2020/21

### HOW TO READ THE PLAN

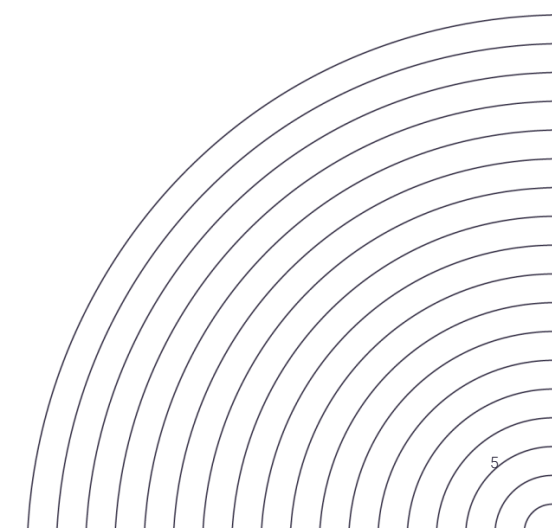
The plan is structured in accordance with the organisational structure - all projects, services and financial estimates are grouped by Division and Department.

Each project is identified in a table as demonstrated below:

<b>Project Code</b>	4-digit number showing linkage to the strategies (3-digit) and outcomes (2-digit) of the Community Strategic Plan/ Delivery Program
<b>Project</b>	Description of project
<b>Responsible Officer</b>	Indicates the officer responsible for implementation of the project
<b>Start Date</b>	Indicates which quarter and year the project will commence
<b>End Date</b>	Indicates which quarter and year the project will be completed
<b>QBL Pillar</b>	Indicates the quadruple bottom line (QBL) element the project most directly contributes

Each service is identified in a table as demonstrated below:

<b>Service Code</b>	Each service has been assigned a number, listed consecutively
<b>Service</b>	Name of service
<b>Description</b>	Description of service
<b>QBL Pillar</b>	Indicates the QBL element the service most directly contributes



## INTRODUCTION

### INFORMING THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM

The first round of engagement to inform the Community Strategic Plan occurred December 2017 to March 2018, and yielded input from a wide range of stakeholders, gathered through a variety of methods. The link via the homepage of Council's website was viewed 22,497 times during the engagement. The following table summarises the level of participation per feedback method.

Engagement Method	No.
Discussion Forum - Topic 1	99 comments
Discussion Forum - Topic 2	114 comments
Discussion Forum - Topic 3	89 comments
Submissions	46 submissions
Mapping Tool	58 pins
Story Sharing	3 stories
Photo Competition	57 entries
Children's Artwork	339 artworks
Focus Groups x 5	97 participants
Information Stalls	10 stalls

As demonstrated in Appendix 3, Council has numerous supporting plans and strategies that contribute towards the outcomes of the Community Strategic Plan. Recent project/issue specific consultations were also used to inform the IPR plans - including the Recreational Needs Study (2015), North Sydney Olympic Pool

complex redevelopment (Stage 1, 2014 and Stage 2, 2015), Transport Strategy (2016-2017), Local Area Traffic Management (LATM) Plans (2016-2017), Late Night Trading - Extended Hours and Small Bars Review (2014), Economic Development Strategy (2016), Creative Places/Places for Creatives Forums (2016), Youth Services Strategy (2017-2018), St Leonards Park Masterplan (2017-2018), Family and Children's Strategy (2018) and the Older Persons Plan (2018). For more information refer to the *Community Strategic Plan Review Discussion Paper 2018*.

The second round of engagement involved the public exhibition of the draft IPR suite of plans. The plans were exhibited from 10 May to 7 June 2018. The link via the homepage of Council's website was viewed 9,048 times during the exhibition period. The following table details the number of submissions received during the exhibition period. The *Community Engagement Findings Summary* is available from Council's website.

Component	No.
Community Strategic Plan	19 submissions
Resourcing Strategy	1 submission
Delivery Program	12 submissions

### SPECIAL RATE VARIATION

From 1 November 2018 to 16 January 2019, Council consulted on a SRV and minimum rate increase proposal, this included public exhibition of proposed amendments to the Delivery Program. Feedback was sought via an externally conducted random survey (416 residential and 200 business respondents) and self-elect submissions (549). No submissions received specifically responded to the Delivery Program content.

The Delivery Program was re-adopted on 29 January 2019. At the same time the engagement findings were reported to Council and Council resolved to proceed to apply to IPART in accordance with 'preferred' Scenario 3 - 7% SRV inclusive of annual rate peg and minimum rate increase, for five years, effective from 1 July 2019.

On 13 May 2019, IPART granted partial approval for three years; from 2019/20 to 2021/22 Council will increase its general rate income by 7% per annum, inclusive of the annual rate peg, and this will be retained permanently. Council will also increase the ordinary minimum rate by 7% per annum for the same period.

# PERFORMANCE REPORTING

## QUARTERLY PERFORMANCE REVIEW

The progress against the Operational Plan is reported to the Council on a quarterly basis. The second and fourth quarter reviews are part of the biannual reviews against the Delivery Program, in accordance with IPR requirements of the *Local Government Act 1993*.

The biannual reviews track the progress of our performance of the projects set out in our Delivery Program for the period 2019/20 to 2020/21, using traffic light reporting. Where performance is below planned levels, a detailed comment is provided. Reporting is structured by the five directions of the Community Strategic Plan. The Biannual Report also includes a cross functional review of key performance indicators (KPIs) listed on the right.

## ANNUAL REPORT

Council has a statutory obligation to prepare an annual report in accordance with section 428 of the *Local Government Act 1993*, the *Local Government Regulation 2005* (Part 9, Division 7) and the Integrated Planning and Reporting Guidelines (2013) under section 406 of the Act.

Council is required to report its achievements in implementing its Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

## END OF TERM REPORT

The End of Term Report is a review of the previous term of Council. It is one of the key accountability mechanisms between Council and the community and is prepared in accordance with Section 428(2) of the *Local Government Act 1993* and the IP&R guidelines.

Key Performance Indicators	Benchmark
<b>Business Operations</b>	
Deliverables Progress (%)	90%
Unplanned downtime of critical systems (<%)	5%
<b>Customer Service</b>	
Calls Answered in <20 seconds (%)	65%
Customer Complaints (#)	Improve
Customer Compliments (#)	Improve
<b>Workforce</b>	
Staff Turnover (<%)	12%
Unplanned Absence Rate (<%)	4%
Annual Leave Liability (<%)	15%
Workplace Health and Safety Injuries (<)	48
Lost Time Injury Incidence Rate (<%)	1%
Workers Compensation Claims (<)	12
<b>Financial</b>	
Actual vs Budgeted Expenses (%)	96%
Capital Expenditure to Forecast (%)	67%
Staff YTD Costs to Original Budget (%)	99%

# OUR VISION, MISSION AND VALUES

## OUR VISION

Shaping a progressive, vibrant and diverse North Sydney community.

## OUR MISSION

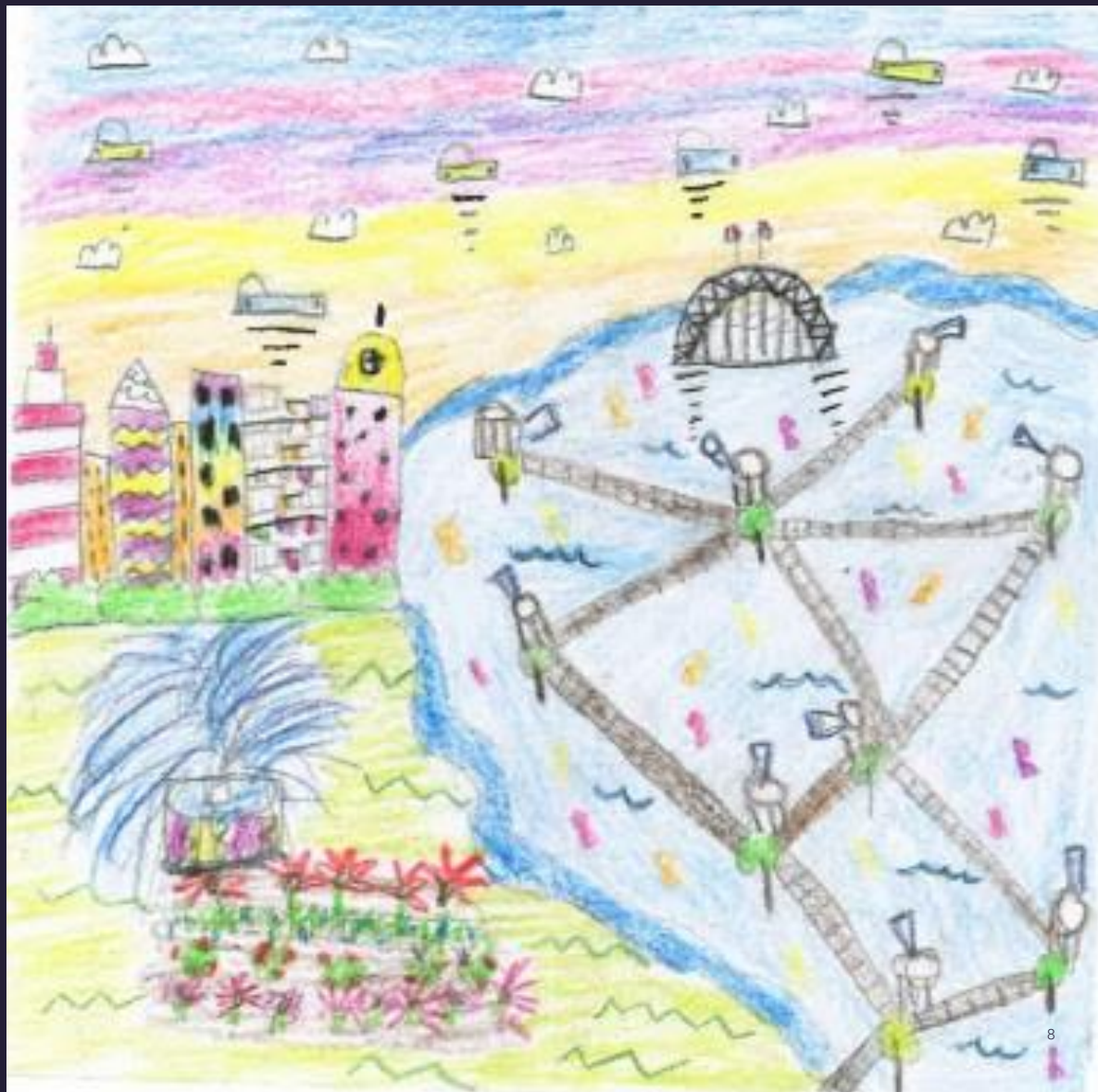
To be leading edge in serving the community of North Sydney by caring for its assets, improving its appearance and delivering services to improve its people in a financially, socially and environmentally responsible manner.

## OUR VALUES

- ▶ Sustainability - equity, preservation, justice and precaution
- ▶ Community service - efficiency, effectiveness and responsiveness
- ▶ Open government - transparency and accountability
- ▶ Ethical conduct - honesty and integrity
- ▶ Justice - fairness and equity
- ▶ Quality - innovation and excellence
- ▶ Teamwork - cooperation and respect

Artwork credit: Nina St Mary's Catholic Primary School. (Part of the Community Strategic Plan Review Phase 1 engagement program)

North Sydney Council Operational Plan 2020/21



# ELECTED MEMBERS



Left to right - back row: Cr Samuel Gunning, Cr Zoë Baker, Cr MaryAnn Beregi, Cr Stephen Barbour, Cr Ian Mutton; front row: Cr Kathy Brodie, Cr Alanya Drummond, Major Jilly Gibson, Cr Jessica Keen & Cr Tony Carr.

North Sydney Council Operational Plan 2020/21

9



# SENIOR MANAGEMENT



Ken Gouldthorp,  
General Manager



Joseph Hill,  
Director City Strategy



Martin Ellis, Director Community  
& Library Services



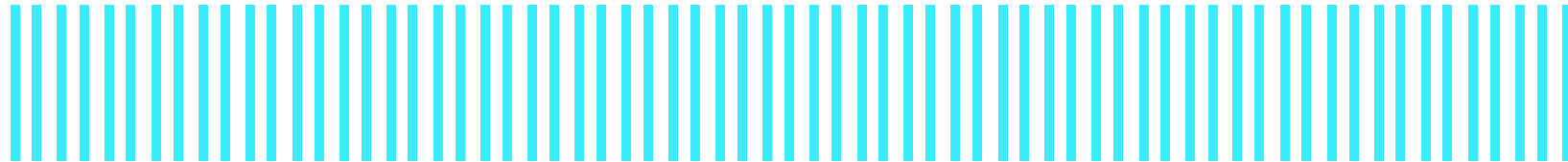
Margaret Palmer,  
Director Corporate Services



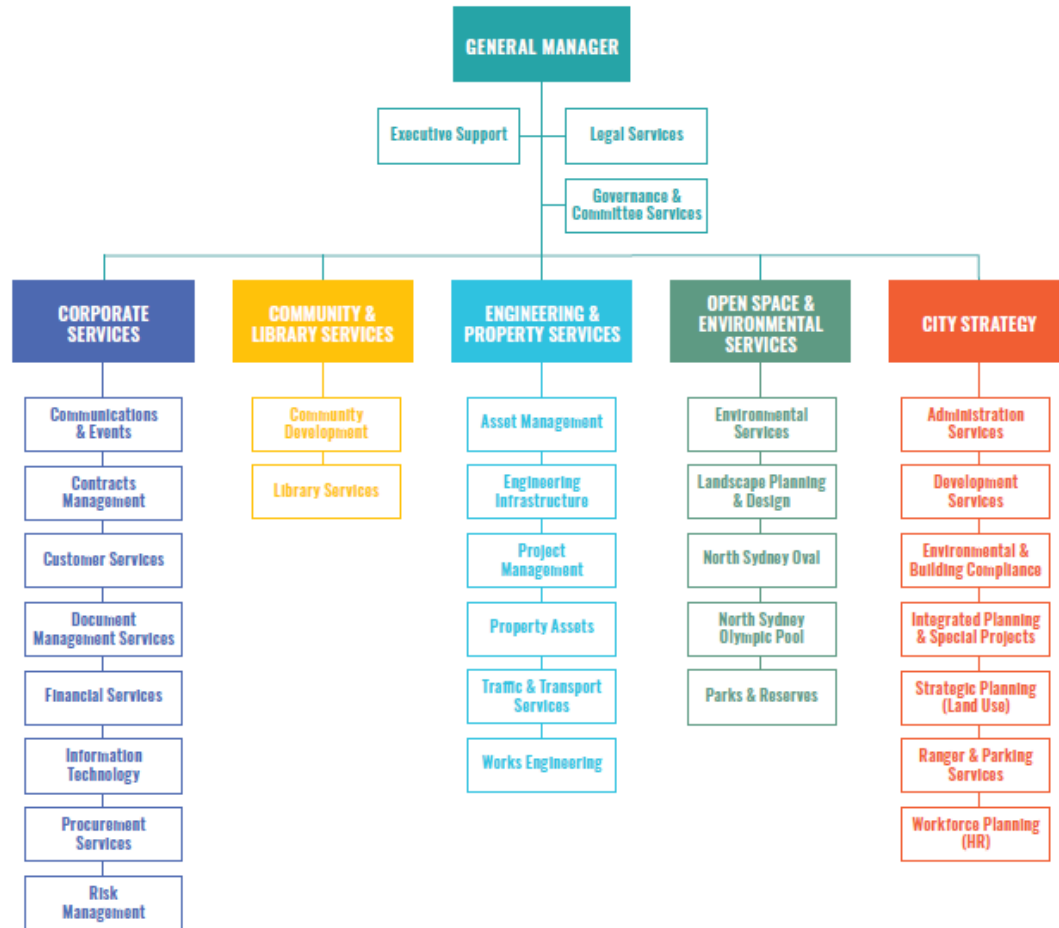
Duncan Mitchell, Director  
Engineering & Property Services



Rob Emerson, Director Open  
Space & Environmental Services



# ORGANISATIONAL STRUCTURE



## RESOURCING THE PLAN

### COVID-19 IMPACT ON BUDGET

The draft budget has been prepared in unusual circumstances. Consideration has been given to the financial implications of the Federal and State Government measures implemented in response to the COVID-19 pandemic. The expected impacts were reported to the Council at its April and May 2020 meetings.

Council is working to support its community, businesses and Council staff during this unprecedented event. The emerging and rapidly changing State legislation and policy response to COVID-19 raises substantial risk to Council's budget. Deferral of the due date for the payment rates by one month, waiver on the interest on rates in arrears for six months and the currently mooted potential deferrals to infrastructure charges (developer contributions) raises significant risks for Council's cash flow and total revenue collections.

Council is cognisant of the economic impact of COVID-19 on business and the community. Council responded with a significant support package, despite incurring substantial losses in doing so. Notwithstanding, we need to be mindful and realistic of Council's limited resources and the impact of COVID-19 responses on Council's capacity to maintain infrastructure and its long term financial sustainability.

The key budget considerations informing the draft 2020/21 budget are:

### REVENUE CONSIDERATIONS

The 2020/21 budget allows for:

- ▶ 7% rate increase (inclusive of the 2.6% rate peg), as approved by IPART - applicable to all ratepayers, including minimum rates - refer to the *Draft 2020/21 Revenue Policy*.
- ▶ \$4 increase in the Domestic Waste Management Charge (DWMC) - applicable to residential ratepayers.
- ▶ continuation of the Stormwater Management Charge (SWMC) - applicable to all ratepayers
- ▶ 2% average increase in fees and charges compared to 2019/20 - refer to the *Draft Fees & Charges Schedule*.
- ▶ reduced fee income, including rental/permit waivers and venue hire fees due to indoor/outdoor gathering restrictions under COVID-19.
- ▶ operating grants have been assumed to continue at similar levels to that received in 2019/20
- ▶ capital grants are generally project specific and are not relied upon as a recurrent source in the budget.
- ▶ capital contributions (i.e. developer contributions) have been budgeted at \$5 million.

### EXPENDITURE CONSIDERATIONS

The 2020/21 budget allows for:

- ▶ 1.5% salaries and wages increase under the *Local Government State Award*.
- ▶ materials and contracts increase in line with inflation.
- ▶ depreciation and amortisation aligned with the 2018/19 Financial Statements. As more funds are devoted to capital expenditure, depreciation increases.
- ▶ other expenses including contributions to other levels of government, utilities, street lighting, postage and telecommunication costs increasing generally in line with inflation.

### CAPITAL WORKS CONSIDERATIONS

To offset the impact on revenue, expenditure reductions are required to the 2020/21 Capital Works Program. This includes:

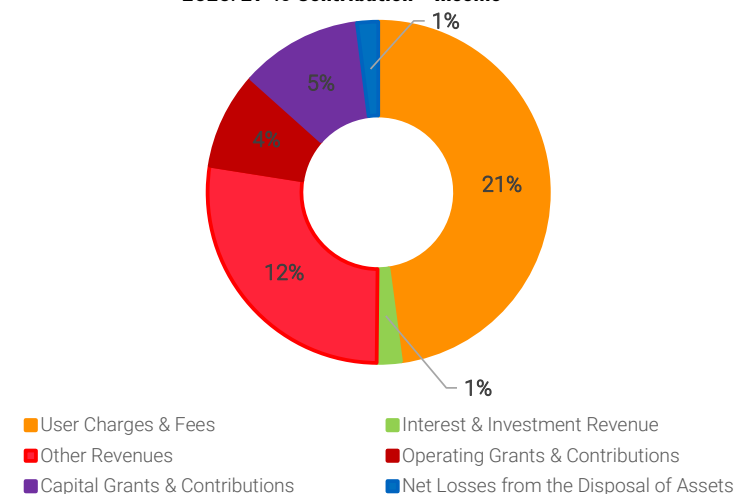
- ▶ Minor Access Works
- ▶ Bike Facilities Projects
- ▶ Kerb & Gutter Reconstruction
- ▶ Roads Reconstruction
- ▶ Footpath Reconstruction
- ▶ Drainage Reconstruction
- ▶ Marine Structures Reconstruction
- ▶ Retaining Wall Reconstruction
- ▶ Seawall Reconstruction

## BUDGETED INCOME STATEMENT

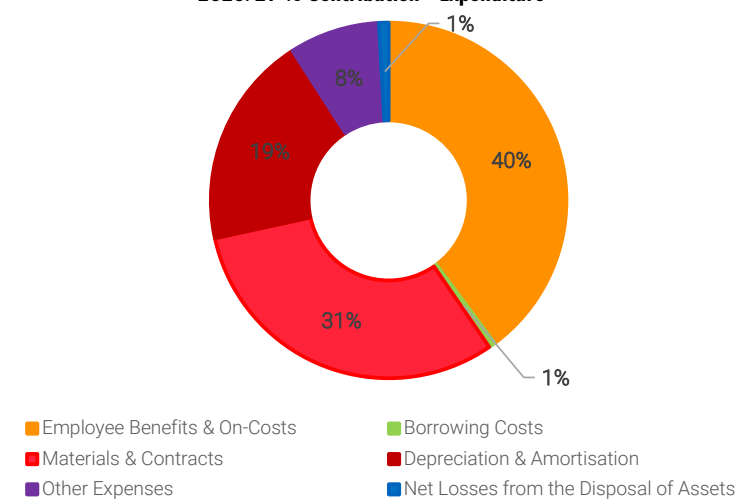
	2019/20 ADOPTED BUDGET (\$'000)	2020/21 FORECAST BUDGET (\$'000)
<b>Income from continuing operations</b>		
<b>Revenue:</b>		
Rates and annual charges	62,627	66,784
Users fees and charges	31,549	24,518
Interest and investment revenue	1,557	1,411
Other revenues	15,631	13,996
Grants and contributions provided for operating purposes	4,975	4,801
Grants and contributions provided for capital purposes	3,082	5,050
<b>Other Income:</b>		
Net gains from the disposal of assets	402	156
Fair value increment on investment property	1,030	-
<b>Total income from continuing operations</b>	<b>120,853</b>	<b>116,716</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	44,830	45,394
Borrowing costs	342	671
Materials and contracts	37,015	35,503
Depreciation and amortisation	21,504	22,020
Other expenses	9,372	9,364
Net losses from the disposal of assets	-	1,150
Fair value decrement on investment property	-	-
Net share of interest in joint venture	-	-
<b>Total expenses from continuing operations</b>	<b>113,063</b>	<b>114,102</b>
<b>Net operating result</b>	<b>7,790</b>	<b>2,614</b>
<b>Net operating result before grants and contributions provided for capital purposes<sup>1</sup></b>	<b>4,708</b>	<b>(2,436)</b>

North Sydney Council Operational Plan 2020/21

2020/21 % Contribution - Income



2020/21 % Contribution - Expenditure



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## FINANCIAL ESTIMATES

	2019/20 ADOPTED BUDGET (\$)	2020/21 FORECAST BUDGET (\$)
<b>GENERAL MANAGER'S OFFICE</b>		
Operating expenditure	3,543,558	3,739,842
Capital expenditure	-	-
Expenditure total	3,543,558	3,739,842
Operating income	-60,500	-70,200
Capital income	-	-
Income total	-60,500	-70,200
<b>-Net income/Expenditure</b>	<b>3,483,058</b>	<b>3,669,642</b>

### CITY STRATEGY DIVISION

Operating expenditure	15,930,004	16,213,761
Capital expenditure	35,000	35,000
Expenditure total	15,965,004	16,248,761
Operating income	-12,279,400	-12,133,800
Capital income	-	-
Income total	-12,279,400	-12,133,800
<b>-Net income/Expenditure</b>	<b>3,685,604</b>	<b>4,114,961</b>

### COMMUNITY & LIBRARY SERVICES DIVISION

Operating expenditure	6,980,578	6,894,168
Capital expenditure	708,000	827,000
Expenditure total	<b>7,688,578</b>	<b>7,721,168</b>
Operating income	-1,151,181	-1,156,179
Capital income	-40,000	-50,000
Income total	<b>-1,191,181</b>	<b>-1,206,179</b>
<b>-Net income/Expenditure</b>	<b>6,497,397</b>	<b>6,514,989</b>

	2019/20 ADOPTED BUDGET (\$)	2020/21 FORECAST BUDGET (\$)
<b>CORPORATE SERVICES DIVISION</b>		
Operating expenditure	14,908,811	15,917,282
Capital expenditure	60,000	-
Expenditure total	14,968,811	15,917,282
Operating income	-48,980,841	-51,168,911
Capital income	-	-
Income total	-48,980,841	-51,168,911
<b>-Net income/Expenditure</b>	<b>-34,012,030</b>	<b>-35,251,629</b>

### ENGINEERING & PROPERTY SERVICES DIVISION

Operating expenditure	16,459,080	15,857,613
Capital expenditure	19,419,887	37,728,878
Expenditure total	35,878,967	53,586,491
Operating income	-32,137,793	-26,725,193
Capital income	-	-
Income total	-32,137,793	-26,725,193
<b>-Net income/Expenditure</b>	<b>3,741,174</b>	<b>26,861,298</b>

### OPEN SPACE & ENVIRONMENTAL SERVICES DIVISION

Operating expenditure	32,890,660	31,128,332
Capital expenditure	4,824,600	4,630,000
Expenditure total	37,715,260	35,758,332
Operating income	-22,706,096	-20,202,953
Capital income	-41,600	-
Income total	-22,747,696	-20,202,953
<b>-Net income/Expenditure</b>	<b>14,967,564</b>	<b>15,555,379</b>

<b>TOTAL</b>	<b>-1,637,233</b>	<b>21,464,640</b>
--------------	-------------------	-------------------

HOME	INTRODUCTION	RESOURCING THE PLAN	<b>GENERAL MANAGER'S OFFICE</b>	CITY STRATEGY	COMMUNITY & LIBRARY SERVICES	CORPORATE SERVICES	ENGINEERING & PROPERTY SERVICES	OPEN SPACE & ENVIRONMENTAL SERVICES	APPENDIX
------	--------------	---------------------	---------------------------------	---------------	------------------------------	--------------------	---------------------------------	-------------------------------------	----------

# GENERAL MANAGER'S OFFICE

Functions - Executive Support, Legal Services, Governance & Committee Services



## FINANCIAL SUMMARY GENERAL MANAGER'S OFFICE

	EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Executive Services</b>				
	Expenditure	Operating	1,004,408	1,034,369
	Expenditure Total		1,004,408	1,034,369
	Income	Operating	-	-
	Income Total		-	-
	<b>Total</b>		<b>1,004,408</b>	<b>1,034,369</b>
<b>Legal Services</b>				
	Expenditure	Operating	1,841,267	1,855,017
	Expenditure Total		1,841,267	1,855,017
	Income	Operating	-60,500	-70,200
	Income Total		-60,500	-70,200
	<b>Total</b>		<b>1,780,767</b>	<b>1,784,817</b>
<b>Governance &amp; Committee Services</b>				
	Expenditure	Operating	697,883	850,456
	Expenditure Total		697,883	850,456
	Income	Operating	-	-
	Income Total		-	-
	<b>Total</b>		<b>697,883</b>	<b>850,456</b>
	<b>TOTAL</b>		<b>3,483,058</b>	<b>3,669,642</b>



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT GENERAL MANAGER'S OFFICE

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE	START DATE	END DATE	QBL LINK
5.1.1.01	Request participation of Council on relevant external committees as required	General Manager	Jul-18	Jun-21	GOV
5.1.1.02	Work with NSROC to promote Council's position on matters of common interest	General Manager	Jul-18	Jun-21	GOV
5.1.1.03	Develop and maintain links with government agencies and local members of state and federal parliament	General Manager	Jul-18	Jun-21	GOV
5.1.1.04	Initiate and/or explore partnerships when opportunities and funding present themselves	General Manager	Jul-18	Jun-21	GOV
5.1.1.05	Participate in regional partnerships through the NSROC	General Manager	Jul-18	Jun-21	GOV
5.4.4.01	Consider initiatives to manage legal matters and reduce legal costs	Solicitor	Jul-18	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S179	Administrative support	Scheduling of appointments and handling of correspondence for the Mayor and General Manager. Conference arrangements. Organise fortnightly Management Executive meetings.	5.2	GOV
S183	Civic functions and events	Facilitation of civic functions and events on behalf of the Mayor and the General Manager.	5.2	GOV
S224	Execution of legal documents	Facilitation of the execution of legal documents, checking for compliance with requirements and seeking timely execution.	5.4	GOV
S232	Legal defence	Provision of legal defence of Council's application decisions and legal document processing. Review and monitoring of appeal matters and budget implications.	5.4	GOV



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT GOVERNANCE & COMMITTEE SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.2.1.01	Implement electronic Business Paper solution	Manager Governance & Committee Services	Jul-19	Sep-21	GOV
5.2.2.01	Prepare the Councilor Development Strategy and Program	Manager Governance & Committee Services	Jul-18	Dec-21	GOV
5.2.2.02	Implement Councilor Development Strategy and Program	Manager Governance & Committee Services	Feb-21	Dec-21	GOV
5.2.2.03	Prepare induction program for new term of Council	Manager Governance & Committee Services	Feb-21	Sep-21	GOV
5.2.2.06	Publish disclosure of interest returns of councillors and designated persons	Manager Governance & Committee Services	Oct-19	Dec-20	GOV
5.2.3.01	Review Council's Committee and Reference Group meeting structure in line with the Community Strategic Plan structure	Manager Governance & Committee Services	Jul-19	Sep-21	GOV
5.2.3.02	Update Committee and Reference Group Charters	Manager Governance & Committee Services	Oct-20	Sep-21	GOV
5.2.3.03	Review Delegations of Authority	Manager Governance & Committee Services	Oct-20	Sep-21	GOV
5.2.3.04	Develop a Legislative Compliance Policy and Register to capture and report on Council's compliance with key legislation.	Manager Governance & Committee Services	May-20	Dec-20	GOV

## GOVERNANCE & COMMITTEE SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S182	Citizenship ceremonies	Organisation of invitations, certificates, speakers, dignitaries, order of ceremonies, facilities and catering for citizenship ceremonies.	5.2	GOV
S184	Civic education program	Provision of Mock Council program and Youth/Councilor Mentor Program. Provision of educational tours for school children.	5.2	GOV
S185	Complaints handling	Receipt, registration and referral of customer requests and complaints. Investigation of complaints in accordance with Council policies.	5.2	GOV
S186	Complaints reporting	Collation of information on complaints made to Council and preparation of reports for Management Executive and Council.	5.2	GOV
S187	Council and Committee meetings	Compilation of agendas and business papers for Council and Committees. Venue set up. Minute taking. Distribution of resolutions to affected parties. Maintenance of Resolution Register.	5.2	GOV
S188	Councilor action request tracking	Maintain councilor request database.	5.2	GOV
S189	Councilor support	Supporting elected members with policy guidance and background information needed to support sound decision making. Arranging and providing support for meetings (e.g. agendas, reports, minutes, correspondence, advice). Collating and processing Notices of Motion and Mayoral Minutes. Conference arrangements.	5.2	GOV
S191	Disclosure of interest returns	Distribution of disclosure of interest forms to councilors and designated staff. Collection, checking and reporting of returns to Council.	5.2	GOV
S192	Document development and processing	Providing document development processing support across all Council divisions.	5.2	GOV
S197	Monitoring of government policy	Monitoring, research of and analysis of government policy issues as determined in consultation with Committees and then report to Council.	5.2	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLAN

GENERAL  
MANAGER'S  
OFFICE

CITY  
STRATEGY

COMMUNITY  
& LIBRARY  
SERVICES

CORPORATE  
SERVICES

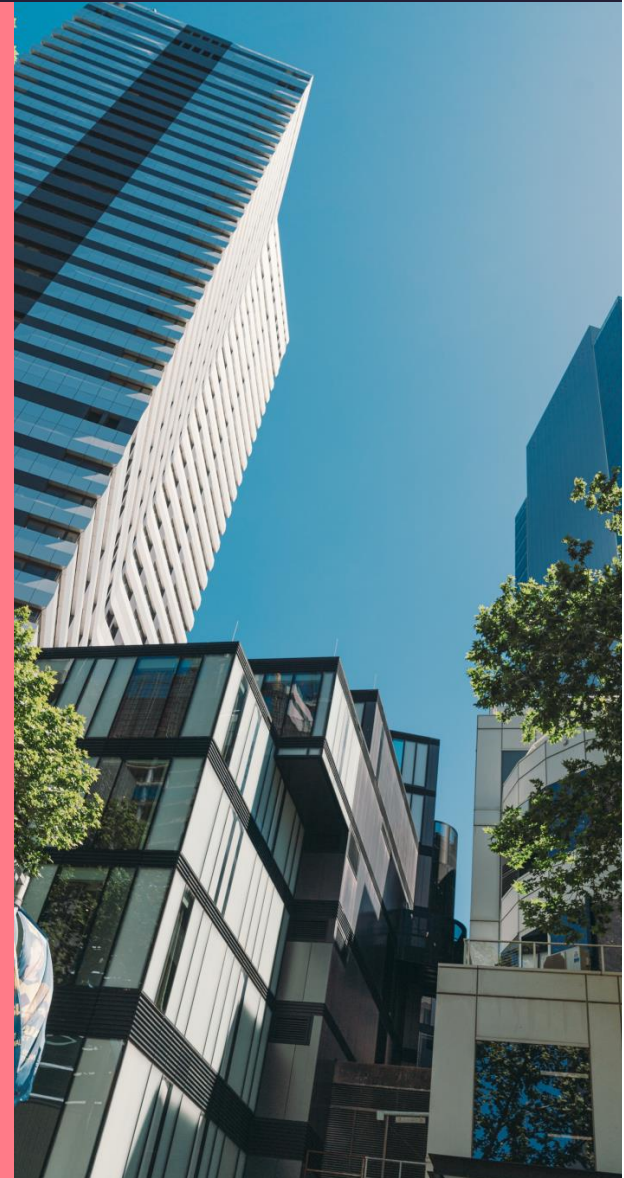
ENGINEERING &  
PROPERTY  
SERVICES

OPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

# CITY STRATEGY DIVISION

Departments - Administration Services, Development Services, Environmental & Building Compliance, Integrated Planning & Special Projects, Strategic Planning, Ranger & Parking Services, Workforce Planning



# FINANCIAL SUMMARY

## CITY STRATEGY DIVISION

(Continued)

	EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>CIS Administration</b>				
	Expenditure	Operating	1,386,850	1,434,694
	Expenditure Total		1,386,850	1,434,694
	Income	Operating	-285,000	-287,000
	Income Total		-285,000	-287,000
	<b>Total</b>		<b>1,101,850</b>	<b>1,147,694</b>
<b>Development Services Department</b>				
	Expenditure	Operating	2,947,540	2,997,546
	Expenditure Total		2,947,540	2,997,546
	Income	Operating	-4,097,000	-3,692,000
	Income Total		-4,097,000	-3,692,000
	<b>Total</b>		<b>-1,149,460</b>	<b>-694,454</b>
<b>Environment &amp; Building Compliance Department</b>				
	Expenditure	Operating	1,995,570	2,090,789
	Expenditure Total		1,995,570	2,090,789
	Income	Operating	-531,400	-1,423,500
	Income Total		-531,400	-1,423,500
	<b>Total</b>		<b>1,464,170</b>	<b>667,289</b>
<b>Integrated Planning &amp; Special Projects Department</b>				
	Expenditure	Operating	748,685	761,057
	Expenditure Total		748,685	761,057
	Income	Operating	-	-
	Income Total		-	-
	<b>Total</b>		<b>748,685</b>	<b>761,057</b>

North Sydney Council Operational Plan 2020/21

	EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Rangers &amp; Parking Services Department</b>				
	Expenditure	Operating	6,222,064	6,052,320
		Capital	35,000	35,000
	Expenditure Total		6,257,064	6,087,320
	Income	Operating	-6,894,000	-6,253,000
	Income Total		-6,894,000	-6,253,000
	<b>Total</b>		<b>-636,936</b>	<b>-165,680</b>
<b>Strategic Planning Department</b>				
	Expenditure	Operating	1,600,250	1,863,903
	Expenditure Total		1,600,250	1,863,903
	Income	Operating	-460,000	-466,000
	Income Total		-460,000	-466,000
	<b>Total</b>		<b>1,140,250</b>	<b>1,397,903</b>
<b>Workforce Planning Department</b>				
	Expenditure	Operating	1,029,045	1,013,452
	Expenditure Total		1,029,045	1,013,452
	Income	Operating	-12,000	-12,300
	Income Total		-12,000	-12,300
	<b>Total</b>		<b>1,017,045</b>	<b>1,001,152</b>
	<b>TOTAL</b>		<b>3,685,604</b>	<b>4,114,961</b>

21

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT DEVELOPMENT SERVICES (INCLUDING ADMINISTRATION SERVICES)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.4.1.10	Implement e-Planning in line with NSW Planning Portal	Manager Development Services Team Leader Admin. Services	Apr-20	Mar-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S96	Acceptance of development applications	Acceptance, checking for completeness and registration of development applications.	3.3	SOC
S99	Development assessment	Conduct timely and thorough review of applications for development consent to ensure applications are technically complete and adhere to all applicable requirements. Assessment and determination of applications for development consent in a timely manner.	3.3	SOC
S100	Engineering approvals - Driveway Crossings	Assessment and determination of driveway crossing applications.	3.3	SOC
S101	Footpath approvals	Assessment and determination of footpaths and other works within the public realm in association with development.	3.3	SOC
S102	Hoarding permits	Preparation and issuing of hoarding permits on application.	3.3	SOC
S103	Heritage maintenance approvals	Assess and determine applications for heritage maintenance exemptions.	3.3	SOC
S105	North Sydney Local Planning Panel	State-mandated Determining Body, with authority to consider and determine development applications and other planning matters.	3.3	SOC
S109	Pre-lodgment service	Provision of development application advice to prospective development applicants prior to lodgment of development application.	3.3	SOC
S111	Stormwater drainage connections	Assessment and determination of stormwater drainage connections with Council's system.	3.3	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT ENVIRONMENTAL & BUILDING COMPLIANCE

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.5.1.01	Regulate activities to minimise impacts on the environment and public health	Manager Environmental & Building Compliance	Jul-18	Jun-21	SOC
3.5.1.02	Implement the North Sydney Construction Works Management Strategy	Manager Environmental & Building Compliance	Jul-18	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S117	Boarding house inspection program	Inspection of places for shared accommodation for occupant safety.	3.5	SOC
S118	Building compliance investigations	Investigating and monitoring building or development activities on private land and determination of appropriate or necessary action including requirement for development approval, or pursuit of legal action. Enforcement of building legislation.	3.5	SOC
S119	Building consents	Carrying out inspections to ensure building works meets approved building consents. Administering the occupancy provision of the Building Code of Australia. Issuing of certificates as a certifying authority as part of the building certification process.	3.5	SOC
S120	Construction approvals	Issuing of construction certificates as a certifying authority as part of the building certification process including construction certificates, complying development certificates, occupation certificates, subdivision certificates, building certificates, swimming pool certificates.	3.5	SOC
S121	Commercial swimming pool inspection program	Inspection of commercial swimming pools to ensure they are being maintained properly to provide a safe and hygienic service to the community.	3.5	SOC
S122	Construction noise management program	Administering the provisions set out in Council's construction works management strategy.	3.5	SOC
S123	Cooling tower inspection program	Inspection of all cooling towers and other warm water systems to ensure they are maintained appropriately.	3.5	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## ENVIRONMENTAL & BUILDING COMPLIANCE (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S124	Environment and health investigations	Investigation of and responding to customer requests relating to human or environmental health or safety matters including pollution incidents, unhealthy conditions on private land, and unauthorised uses of land. Monitoring of compliance with legislation relating to air pollution and noise pollution.	3.5	SOC
S125	Environmental audits	Undertaking environmental audits and preparation of detailed reports on audits.	3.5	SOC
S127	Places of public entertainment inspections	Inspection of places of public entertainment for public safety.	3.5	SOC
S128	Places of shared accommodation inspections	Inspection of places for shared accommodation for occupant safety.	3.5	SOC
S129	Regulated premises inspections	Inspection of all other regulated premises. Education of operators in proper practices associated with their activities.	3.5	SOC
S130	Regulatory approvals	Processing of applications for building consents, land use consents and subdivision consents in accordance with relevant legislation.	3.5	SOC
S131	Residential swimming pool inspection program	Inspection of residential swimming pools. Monitoring of compliance with legislation.	3.5	SOC
S132	Skin penetration premise inspection program	Inspection of all skin penetration premises. Education of operators in proper practices associated with their activities.	3.5	SOC
S133	Wastewater on-site systems inspection program	Inspection of all premises with a wastewater system. Monitoring of compliance with legislation.	3.5	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT INTEGRATED PLANNING & SPECIAL PROJECTS

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.1.2.01	Implement the Economic Development Strategy	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.1.2.02	Conduct Business Network event series, including Business Buzz	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.1.3.01	Support local Chambers of Commerce and peak bodies representing local businesses	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.1.4.01	Participate in the State Government's Easy to Do Business Program	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.1.5.02	Implement the Visitor Economy Strategy	Economic Development Coordinator	Jan-20	Jun-21	ECO
3.1.5.03	Engage in joint venture promotional initiatives with industry operators as opportunities arise	Economic Development Coordinator	Jan-20	Jun-21	ECO
3.2.2.03	Promote commercial centre activity in Council publicity	Economic Development Coordinator	Jan-20	Jun-21	ECO
3.3.1.02	Implement the Smart City Strategy	Economic Development Coordinator	Oct-19	Jun-21	ECO
3.3.1.03	Provide information resources to targeted industries and businesses	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.3.4.01	Prepare grant applications in partnership with local businesses and networks as opportunities arise	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.3.4.02	Prepare a Data Sharing Policy	Economic Development Coordinator	Jul-18	Jun-21	ECO
3.3.5.01	Participate in the North Sydney Innovation Network	Director CIS	Jul-18	Jun-21	ECO



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## INTEGRATED PLANNING & SPECIAL PROJECTS (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.3.5.02	Promote local innovative activity and achievement in Council publicly	Economic Development Coordinator	Jul-20	Jun-21	ECO
5.1.2.01	Promote the Community Strategic Plan to staff and the community	Manager Integrated Planning & Special Projects	Jul-18	Jun-21	GOV
5.1.2.03	Prepare progress reports against implementation of the Delivery Program	Corporate Planning Coordinator	Jul-18	Jun-21	GOV
5.1.2.04	Prepare annual Operational Plan	Corporate Planning Coordinator	Oct-20	Jun-21	GOV
5.1.2.05	Implement performance reporting solution	Corporate Planning Coordinator	Jul-18	Jun-21	GOV
5.1.2.07	Implement Project Management Framework	Manager Integrated Planning & Special Projects Corporate Contracts Manager	Jul-18	Jun-21	GOV
5.1.3.01	Advocate for changes as appropriate to advance local government in NSW, via submissions, (as required)	Manager Integrated Planning & Special Projects	Jul-18	Jun-21	GOV
5.3.3.01	Promote the Community Engagement Protocol	Community Engagement Coordinator	Jul-18	Jun-21	GOV
5.3.3.03	Investigate new and complementary engagement mechanisms to meet the different needs of the community	Community Engagement Coordinator	Jul-18	Jun-21	GOV
5.3.4.01	Conduct Precinct System Review	Manager Integrated Planning & Special Projects	Jul-18	Jun-21	GOV
5.3.4.02	Provide training for Precinct Office Bearers	Community Engagement Coordinator	Jul-18	Jun-21	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## INTEGRATED PLANNING & SPECIAL PROJECTS (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S91	Business e-News	Production of a monthly Business e-newsletter.	3.1	SOC
S92	Business events	Facilitation of business events and workshops.	3.1	SOC
S93	Business support	Council develops business capability to aid economic development through information sharing.	3.1	SOC
S94	Economic development	Promotion and management of economic development in the local government area.	3.1	SOC
S95	Tourism support	Identification and facilitation of opportunities for promotion and development of North Sydney as a tourism destination.	3.1	SOC
S169	Corporate planning & reporting	Preparation, implementation and monitoring of Council's IPR framework. Collation of information on status of projects and services and preparation of reports for the Management Executive, Council and the community.	5.1	GOV
S172	Demographic information	Production and supply of accurate and up to date demographic information on request.	5.1	GOV
S198	Policy register maintenance	Coordination of policy review program, updating of, publishing and distribution of policy.	5.2	GOV
S203	Annual reporting	Compilation, proofing and production of Council's annual report.	5.3	GOV
S204	Community engagement	Facilitating opportunities for public participation in decision making. Receiving and processing the community's input. Provide internal support for major project-specific consultation projects.	5.3	GOV
S211	Precinct committees support	Processing the Council related actions of the committees in accordance with agreed service levels.	5.3	GOV
S212	Precinct e-News	Production of weekly e-Precinct newsletter, distributed to all office bearers.	5.3	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT RANGER & PARKING SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.5.2.02	Implement the companion animal owners education program	Manager Ranger & Parking Services	Jan-19	Jun-21	SOC
3.5.2.03	Review enforcement management strategies, policies and procedures	Manager Ranger & Parking Services	Jun-20	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S113	Abandoned boat trailers	Responding to customer requests relating to abandoned boat trailers.	3.5	SOC
S114	Abandoned trolleys	Responding to customer requests relating to abandoned trolleys.	3.5	SOC
S115	Abandoned vehicles and share bicycles	Responding to customer requests relating to abandoned vehicles and share bicycles.	3.5	SOC
S116	Animal management - dogs and cats	Investigating and resolving complaints about nuisances caused by animals and inspection of premises with dangerous or restricted breed dogs. Enforcement of relevant laws. Delivery of companion animal education.	3.5	SOC
S126	Parking enforcement	Provision of parking patrols and enforcement of laws relating to road rules. Education of public regarding road rules.	3.5	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT STRATEGIC PLANNING

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.4.6.01	Investigate the feasibility of providing for additional public open space over the Warringah Freeway	Director CIS	Jul-18	Jun-21	SOC
2.3.1.08	Implement the Transport Strategy	Manager Strategic Planning	Jul-18	Jun-21	SOC
2.3.2.01	Liaise and coordinate with TfNSW on the Metro project	Manager Strategic Planning	Jul-18	Jun-21	SOC
2.3.2.02	Liaise and coordinate with TfNSW on the proposed Western Harbour Tunnel and Beaches Link project	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.2.1.02	Prepare the Civic Precinct and Surrounds Planning Study	Manager Strategic Planning	Jul-18	Jun-21	ECO
3.2.3.02	Prepare implementation strategy for the North Sydney CBD Public Domain Strategy	Manager Strategic Planning	Jul-19	Jun-21	ECO
3.2.3.03	Implement the Ward St Masterplan	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.4.1.02	Maintain a contemporary Development Control Plan in conjunction with the Local Environmental Plan	Manager Strategic Planning	Jul-19	Jun-21	ECO
3.4.1.07	Integrate ecological sustainable development considerations into Council's development controls	Manager Strategic Planning	Jul-19	Jun-21	SOC
3.4.1.09	Review Council's developer contributions framework	Manager Strategic Planning	Jul-18	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
and LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING and  
PROPERTY  
SERVICESOPEN SPACE and  
ENVIRONMENTAL  
SERVICES

APPENDIX

## STRATEGIC PLANNING (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.4.2.01	Respond to reforms in planning process and advocate on behalf of community	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.4.3.01	Participate in the DPIE's Planned Precinct process and advocate for Council's planning objectives for the Crows Nest/St Leonards precinct	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.4.4.01	Prepare detailed design of North Sydney's Central Laneways Plan	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.4.4.02	Prepare Military Road Corridor Planning Study	Manager Strategic Planning	Jul-18	Dec-20	SOC
3.4.5.01	Conduct Design Excellence Panel	Manager Strategic Planning	Jul-18	Jun-21	SOC
3.4.6.01	Monitor heritage inventory and areas	Manager Strategic Planning	Jul-19	Jun-21	SOC
3.4.6.02	Scope the Neutral Bay Heritage Conservation Area Review	Manager Strategic Planning	Apr-21	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
and LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING and  
PROPERTY  
SERVICESOPEN SPACE and  
ENVIRONMENTAL  
SERVICES

APPENDIX

## STRATEGIC PLANNING (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S97	Design Excellence Panel	Maintain a design excellence panel to review major rezoning and development applications and applications requiring review under SEPP65.	3.3	SOC
S98	Developer contributions	Administration and management of developer contributions.	3.3	SOC
S104	Land use policy and planning	Development and implementation of strategies, policies and plans, such as the Local Environmental Plan, to guide land use and development across the municipality. Carrying out an ongoing program of improvements to enhance the Local Environmental Plan, including plan changes.	3.3	SOC
S106	Planning codes and publications	Preparation of planning codes and publications.	3.3	SOC
S107	Planning information and policy analysis	Provision of technical and strategic planning expertise to the public and councilors to support decision making.	3.3	SOC
S108	Planning proposals	Consideration and preparation of planning proposals	3.3	SOC
S110	Section 10.7 planning certificates	Preparation and issuing of section 10.7 planning certificates on application.	3.3	SOC
S112	Strategic planning	Preparation of strategic planning advice, plans and documents that control the use and development of land.	3.3	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT WORKFORCE PLANNING

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.5.1.01	Utilise e-recruitment to provide more efficient and timely recruitment	Manager Workforce Planning	Jul-18	Jun-21	GOV
5.5.1.02	Review employee value proposition and protocols to attract and retain appropriately skilled staff	Manager Workforce Planning	Jul-18	Jun-21	GOV
5.5.1.05	Review the EEO Management Plan	Manager Workforce Planning	Jul-20	Jun-21	GOV
5.5.1.07	Conduct an Employee Satisfaction Survey 2021	Manager Workforce Planning	Jan-21	Jun-21	GOV
5.5.2.02	Implement the Workforce Strategy	Manager Workforce Planning	Jul-18	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S246	HR reporting	Preparation of HR reports for Management Executive.	5.5	GOV
S247	HR management coaching	Coaching and mentoring of line management in effective employee relations and performance management.	5.5	GOV
S248	Induction	Delivery of induction sessions to provide new employees with an overview of Council's operations.	5.5	GOV
S249	Industrial relations	Negotiation on behalf of the organisation with all parties to create a productive engaged workforce.	5.5	GOV
S250	Personal performance appraisals	Coordination of biannual performance appraisals for all staff.	5.5	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## WORKFORCE PLANNING (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S251	Recruitment and selection	Structuring of selection panels to ensure expertise, independence and diversity of background and appointment of the best person for each job.	5.5	GOV
S252	Reward and recognition program	Implementation of reward and recognition program.	5.5	GOV
S253	Skill development programs	Facilitation and provision of skill training to meet identified training needs as per the annual Learning and Development Schedule.	5.5	GOV
S254	Staff employment records maintenance	Maintenance staff employment records	5.5	GOV
S255	Staff policy register	Updating, publishing and distribution staff policy	5.5	GOV
S256	Staff training	Provision of a wide range of training for staff including online and face to face	5.5	GOV



HOME

INTRODUCTION

RESOURCING  
THE PLAN

GENERAL  
MANAGER'S  
OFFICE

CITY  
STRATEGY

COMMUNITY  
& LIBRARY  
SERVICES

CORPORATE  
SERVICES

ENGINEERING &  
PROPERTY  
SERVICES

OPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

# COMMUNITY & LIBRARY SERVICES DIVISION

Departments - Community Development, Library Services



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## FINANCIAL SUMMARY

# COMMUNITY & LIBRARY SERVICES DIVISION

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Community Development Department</b>			
Expenditure	Operating	3,654,001	3,714,918
	Capital	172,000	323,000
Expenditure Total		3,826,001	4,037,918
Income	Operating	-882,981	-917,829
Income Total		-882,981	-917,829
<b>Total</b>		<b>2,943,020</b>	<b>3,120,089</b>
<b>Library Services Department</b>			
Expenditure	Operating	3,326,577	3,179,250
	Capital	536,000	504,000
Expenditure Total		3,862,577	3,683,250
Income	Operating	-268,200	-238,350
	Capital	-40,000	-50,000
Income Total		-308,200	-288,350
<b>Total</b>		<b>3,554,377</b>	<b>3,394,900</b>
<b>TOTAL</b>		<b>6,497,397</b>	<b>6,514,989</b>



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT COMMUNITY DEVELOPMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.1.1.01	Implement the Disability Inclusion Action Plan	Access & Inclusion Officer	Jul-19	Jun-21	SOC
4.1.1.02	Support local community organisations assisting the community accessing the National Disability Insurance Scheme	Access & Inclusion Officer	Jul-18	Jun-21	SOC
4.1.1.03	Review the provision of information in community languages	Community Information Officer	Jul-18	Jun-21	SOC
4.1.2.01	Advocate to the State Government to ensure community service delivery meets evolving community needs	Director CLS	Jul-18	Jun-21	SOC
4.1.2.03	Implement the Family and Children Strategy	Social Planner	Jul-18	Jun-21	SOC
4.1.2.04	Review the Family Day Care Business Plan	Coordinator Family Daycare	Jul-20	Jun-21	SOC
4.1.2.05	Implement the Family Day Care Business Plan	Coordinator Family Daycare	Jul-20	Jun-21	SOC
4.1.2.07	Implement Youth Work in North Sydney: an action plan for development and early intervention	Youth Development Officer	Jul-20	Jun-21	SOC
4.1.2.08	Support youth development throughout North Sydney through the implementation, funding and management of youth programs	Youth Development Officer	Jul-18	Jun-21	SOC
4.1.2.09	Promote youth services and facilities throughout North Sydney	Youth Development Officer	Jul-18	Jun-21	SOC
4.1.2.10	Coordinate and promote activities in Youth Week	Youth Development Officer	Jul-20	Jun-21	SOC

## COMMUNITY DEVELOPMENT (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.1.2.11	Upgrade facilities and equipment at Planet X Youth Centre	Youth Development Officer	Jul-18	Jun-21	SOC
4.1.2.12	Provide services and activities to seniors through community centres	Access & Inclusion Officer	Jul-18	Jun-21	SOC
4.1.2.14	Implement the Older Persons Plan	Access & Inclusion Officer	Jul-19	Jun-21	SOC
4.1.2.15	Coordinate and promote activities in Seniors Festival	Access & Inclusion Officer	Jan-21	Jun-21	SOC
4.1.2.17	Implement the Homeless Strategy	Access & Inclusion Officer	Jul-19	Jun-21	SOC
4.1.2.18	Manage squalor, hoarding and homelessness enquiries with appropriate referrals	Access & Inclusion Officer	Jul-18	Jun-21	SOC
4.1.3.02	Review Council service against demand and modify as required	Manager Community Development	Jul-18	Jun-21	SOC
4.1.3.04	Provide access to quality early child care and education services in Council facilities	Manager Community Development	Jul-19	Jun-21	SOC
4.1.4.02	Contribute to strategic direction of James Milson Village	Director CLS	Jul-18	Jun-21	SOC
4.1.4.03	Provide affordable housing for aged residents in vulnerable circumstances	Director CLS	Jul-19	Jun-21	SOC
4.1.5.01	Provide advice and support to community groups	Social Planner	Jul-18	Jun-21	SOC
4.1.5.02	Assist local groups to access external funding and support	Social Planner	Jul-18	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## COMMUNITY DEVELOPMENT (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.1.5.03	Target funding to North Sydney's community outcomes through Council's community grants program	Manager Community Development	Jan-21	Aug-21	SOC
4.1.6.02	Coordinate and promote Harmony Day activities	Social Planner	Jan-21	Mar-21	SOC
4.1.6.03	Coordinate and promote activities in Indigenous festivals	Team Leader Arts & Culture	Jul-18	Jun-21	SOC
4.1.8.01	Facilitate access to services for residents with or at risk of developing mental illnesses or developmental delays	Access & Inclusion Officer	Jul-18	Jun-21	SOC
4.1.8.02	Implement drug and alcohol minimisation strategies	Youth Development Officer	Jul-18	Jun-21	SOC
4.1.10.01	Promote health and wellbeing activities through arts programs	Team Leader Arts & Culture	Jul-18	Jun-21	SOC
4.1.11.01	Participate in Local Liquor Accords	Director CLS	Jul-18	Jun-21	SOC
4.1.11.02	Participate in Lower North Shore Domestic Violence Network	Social Planner	Jul-18	Jun-21	SOC
4.1.11.03	Participate in Lower North Shore Child and Family Interagency	Social Planner	Jul-18	Jun-21	SOC
4.2.1.02	Implement the Arts and Cultural Development Plan	Team Leader Arts & Culture	Jul-19	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## COMMUNITY DEVELOPMENT (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.2.1.04	Prepare a Public Arts Masterplan	Team Leader Arts & Culture	Jul-19	Jun-21	SOC
4.2.1.05	Identify art projects that are eligible for funding	Team Leader Arts & Culture	Jul-19	Jun-21	SOC
4.2.1.06	Increase public awareness of the arts programming offered throughout North Sydney	Team Leader Arts & Culture	Jul-18	Jun-21	SOC
4.2.2.05	Support local weekend markets	Director CLS	Jul-18	Jun-21	SOC
4.3.1.01	Liaise with Department of Education regarding future education facilities planning	Director CLS	Jul-18	Jun-21	SOC
4.3.3.03	Investigate partnership opportunities with local educational institutions	Director CLS	Jul-18	Jun-21	SOC
4.3.3.04	Review the Community Centre Plans of Management - Crows Nest Community Centre, Kirribilli Neighbourhood Centre and North Sydney Community Centre	Director CLS	Jan-21	Mar-21	SOC
4.3.3.05	Upgrade facilities and equipment at community centres	Director CLS	Jul-18	Jun-21	SOC
4.3.4.01	Promote activities and programs that address the educational needs of the community	Community Information Officer	Jul-18	Jun-21	SOC
4.3.5.01	Promote Volunteer Week	Manager Communications & Events Manager Community Development	Apr-21	Jun-21	SOC
3.4.7.03	Work in partnership with other levels of government and developers to increase the level of affordable housing in North Sydney	Director CLS	Jul-19	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## COMMUNITY DEVELOPMENT (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S134	Advice and referrals	Provision of advice and referrals in support of key target groups including young people, older people, people with a disability, Aboriginal and Torres Strait Islander people, culturally diverse communities, children and families	4.1	SOC
S135	Alcohol free zones	Establishment and management of alcohol free zones and alcohol prohibited areas.	4.1	SOC
S136	Children's centres	Provision of early childhood education and care for children aged from birth to school age in a long day care centre setting.	4.1	SOC
S137	Community development	Provision of community development projects run by Council and voluntary organisations and other stakeholders. Projects target various groups including youth, people with disabilities, the elderly and cultural groups.	4.1	SOC
S138	Community grants	Provision of funding annually for non-profit community groups to support community projects. Determination of applications for community grants in accordance with policy.	4.1	SOC
S139	Community information	Provision of accurate and up to date community information, including update of Community Information Directory.	4.1	SOC
S140	Community safety programs	Facilitation of community safety elements with a wide range of programs	4.1	SOC
S141	Community/social housing	Management of Council's community/social housing assets.	4.1	SOC
S142	Homelessness service	Manage the presence of homeless persons with regard to Council's legal obligations and care for their health and safety.	4.1	SOC
S143	Lower North Shore Multicultural Network meeting support	Co-convening of Lower North Shore Multicultural Network.	4.1	SOC
S144	Planet X Youth Centre	Operation of the Planet X Youth Centre programs.	4.1	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## COMMUNITY DEVELOPMENT (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S144	Planet X Youth Centre	Operation of the Planet X Youth Centre programs.	4.1	SOC
S145	Vacation care programs	Provision of recreational and leisure experiences for primary school aged children during school holidays.	4.1	SOC
S146	Art events	Art exhibitions including by local artists	4.2	SOC
S147	Arts and culture program	Implementation of annual arts and cultural events program. Implementation of Artists in Residence program.	4.2	SOC
S150	Public art	Commission and installation of public art.	4.2	SOC
S152	Community centre administration	Coordination of use of community centres by groups of local residents.	4.3	SOC
S154	Education Institutions eBulletin	Production of an Education Institutions e-newsletter distributed to all local schools and tertiary institutions	4.3	SOC



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT LIBRARY SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.1.2.19	Implement the Stanton Library Masterplan	Manager Library Services	Jul-18	Jun-21	SOC
4.1.2.20	Develop and employ strategies to increase customer awareness, access and usage of digital resources	Manager Library Services	Jul-18	Jun-21	SOC
4.1.2.21	Enhance the Library's website, improving accessibility, interactivity and ease of use	Manager Library Services	Jul-18	Jun-21	SOC
4.1.2.22	Undertake annual consultation with customers about library resources, services and facilities	Manager Library Services	Oct-20	Dec-20	SOC
4.1.2.24	Implement marketing and promotional strategies to increase the community's awareness of library services, resources and facilities.	Manager Library Services	Jul-19	Jun-21	SOC
4.1.2.25	Investigate ways to meet the needs of community language groups with relevant resources	Manager Library Services	Jul-19	Jun-21	SOC
4.1.6.04	Develop public programs and activities to support cultural celebrations and festivals in the community	Manager Library Services	Jul-19	Jun-21	SOC
4.1.7.01	Continue to participate in the Welcome Here project	Manager Library Services	Jul-19	Jun-21	SOC
4.1.8.03	Promote events and activities in Mental Health Month	Manager Library Services	Oct-20	Dec-20	SOC
4.3.2.01	Implement the Stanton Library and Historical Services Strategic Plan	Manager Library Services	Jul-18	Jun-21	SOC
4.3.2.03	Review collections according to demographic statistics and usage patterns to ensure they meet community need and reflect emerging trends and user expectations	Manager Library Services	Jul-18	Jun-21	SOC
4.3.3.02	Develop modern branch library options to service LGA growth areas	Manager Library Services	Jul-18	Jun-21	SOC

42

North Sydney Council Operational Plan 2020/21

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## LIBRARY SERVICES (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
4.3.5.02	Conduct annual events recognising volunteers	Manager Library Services	Oct-20	Dec-20	SOC
4.4.1.01	Conduct public programs which increase awareness of local history and heritage	Council Historian	Jul-18	Jun-21	SOC
4.4.2.01	Manage Don Bank Museum, Sextons Cottage Museum and St Thomas' Rest Park and explore opportunities for further interpretation	Council Historian	Jul-18	Jun-21	SOC
4.4.2.02	Manage and develop Council's historical and heritage collections to sector standard	Council Historian	Jul-18	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S151	Collection development	Development and management of the library's collections including books, CDs, DVDs, graphic novels and e-Resources (books, audiobooks, magazines and comics).	4.3	SOC
S153	Digital literacy program	Training for customers and staff in how to use a range of technologies.	4.3	SOC
S155	Lending service	Provision of loans, inter branch delivery, and document delivery.	4.3	SOC
S156	Library Information service	Provision of reference services and local history research enquiries.	4.3	SOC
S157	Special interest groups	Holding of special interest groups at the library, including philosophy, English as a second language, book groups, knitting, Books to Movies, Scrabble and Writer's groups.	4.3	SOC
S158	Specialised programs - CALD communities	Provision of programs provided for culturally and linguistically diverse members of our community.	4.3	SOC

## LIBRARY SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S159	Specialised programs - young adults	Provision of programs for young adults (12-18 years) provided at Stanton Library.	4.3	SOC
S160	Stanton Library	Provision of resources for loan. Provision of an Information Service. Provision of free access to public computers and Wi-Fi. Provision of events, programs and activities. Provision of a Heritage Centre with exhibition space. Provision of a conference room which can be hired for use by community groups..	4.3	SOC
S161	Stanton Library e-Bulletin	Production of a Stanton Library e-newsletter.	4.3	SOC
S162	Writers@Stanton author talks	Provision of free talks by authors of popular interest, both fiction and non-fiction.	4.3	SOC
S163	Aboriginal heritage preservation and promotion	Maintenance, identification and preservation of Aboriginal heritage items and promotion of Aboriginal heritage in North Sydney through Council's partnership with the Aboriginal Heritage Office. Implementation of legislative requirements to ensure Aboriginal and archaeological heritage are conserved and valued.	4.4	SOC
S164	Heritage preservation and promotion	Maintenance, identification, preservation and rehabilitation of heritage items and areas and promotion of heritage in North Sydney. Provision of information and advice for North Sydney heritage and heritage conservation	4.4	SOC
S165	Local heritage events	Holding of events to celebrate the history and heritage of the North Sydney area in conjunction with Heritage Week and History Week.	4.4	SOC
S166	North Sydney Heritage centre and museums	Provision of funding to Don Bank Museum to enable care of its heritage collection items, to provide lifelong learning and research. Collection, archiving and provision of primary and secondary material for historical research. Acquiring of items relevant to North Sydney for collections. Holding of events to celebrate the history and heritage of the North Sydney area. Provision of funding to the Nutcote Museum.	4.4	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLAN

GENERAL  
MANAGER'S  
OFFICE

CITY  
STRATEGY

COMMUNITY  
& LIBRARY  
SERVICES

CORPORATE  
SERVICES

ENGINEERING &  
PROPERTY  
SERVICES

OPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

# CORPORATE SERVICES DIVISION

Departments - Communications & Events, Contracts Management, Customer Services, Document Management Services, Financial Services, Information Technology, Procurement Services, Risk



## FINANCIAL SUMMARY CORPORATE SERVICES DIVISION

	EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>COS Administration</b>				
	Expenditure	Operating	630,008	621,583
	Expenditure Total		630,008	621,583
	Income	Operating	-	-
	Income Total		-	-
	<b>Total</b>		<b>630,008</b>	<b>621,583</b>
<b>Communication &amp; Events Department</b>				
	Expenditure	Operating	2,199,859	2,492,818
		Capital	60,000	-
	Expenditure Total		2,259,859	2,492,818
	Income	Operating	-79,000	-397,000
	Income Total		-79,000	-397,000
	<b>Total</b>		<b>2,180,859</b>	<b>2,095,818</b>
<b>Contracts Management Department</b>				
	Expenditure	Operating	161,486	168,853
	Expenditure Total		161,486	168,853
	Income	Operating	-	-
	Income Total		-	-
	<b>Total</b>		<b>161,486</b>	<b>168,853</b>
<b>Customer Services Department</b>				
	Expenditure	Operating	1,406,393	1,406,393
	Expenditure Total		1,406,393	1,406,393
	Income	Operating	-523,500	-523,500
	Income Total		-523,500	-523,500
	<b>Total</b>		<b>882,893</b>	<b>882,893</b>

(Continued)

	EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Document Management Services Department</b>				
	Expenditure	Operating	1,396,517	1,500,316
	Expenditure Total		1,396,517	1,500,316
	Income	Operating	-4,000	-4,000
	Income Total		-4,000	-4,000
	<b>Total</b>		<b>1,392,517</b>	<b>1,496,316</b>
<b>Financial Services Department</b>				
	Expenditure	Operating	4,311,606	4,752,031
	Expenditure Total		4,311,606	4,752,031
	Income	Operating	-48,330,341	-50,203,411
	Income Total		-48,330,341	-50,203,411
	<b>Total</b>		<b>-44,018,735</b>	<b>-45,451,380</b>
<b>Information Technology Department</b>				
	Expenditure	Operating	3,090,241	3,047,169
	Expenditure Total		3,090,241	3,047,169
	Income	Operating	-1,000	-1,000
	Income Total		-1,000	-1,000
	<b>Total</b>		<b>3,089,241</b>	<b>3,046,169</b>
<b>Procurement Services Department</b>				
	Expenditure	Operating	229,821	240,764
	Expenditure Total		229,821	240,764
	Income	Operating	-3,000	-4,000
	Income Total		-3,000	-4,000
	<b>Total</b>		<b>226,821</b>	<b>236,764</b>

Continued over page

46

# FINANCIAL SUMMARY (CONT.) CORPORATE SERVICES DIVISION

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Risk Management Department</b>			
Expenditure	Operating	1,482,880	1,645,051
Expenditure Total		1,482,880	1,645,051
Income	Operating	-40,000	-
Income Total		-40,000	-
<b>Total</b>		<b>1,442,880</b>	<b>1,645,051</b>
<b>TOTAL</b>		<b>-34,012,030</b>	<b>-35,251,629</b>



47

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT COMMUNICATIONS & EVENTS

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
3.2.2.02	Implement the North Sydney CBD Marketing Campaign	Manager Communications & Events	Jul-18	Jun-21	ECO
4.2.2.03	Implement the North Sydney Events Strategy	Manager Communications & Events	Jul-19	Jun-21	SOC
4.3.5.01	Promote Volunteer Week	Manager Communications & Events Manager Community Development	Apr-21	Jun-21	SOC
5.3.1.02	Implement the External Communications Strategy	Manager Communications & Events	Jan-20	Jun-21	GOV
5.3.1.04	Implement the Internal Communications Strategy	Manager Communications & Events	Jan-20	Jun-21	GOV
5.3.2.01	Expand the use of video communication	Manager Communications & Events	Jul-18	Jun-21	GOV
5.3.2.02	Expand the use of digital platforms for promotion and advertising	Manager Communications & Events	Jul-18	Jun-21	GOV
5.3.2.03	Review the Corporate Standards Manual	Manager Communications & Events	Jun-19	Dec-20	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S202	Advertising coordination	Coordination of the placement of advertisements for facilities and services.	5.3	GOV
S205	Community newsletter	Production of a newsletter containing information about Council's activities.	5.3	GOV

## COMMUNICATIONS & EVENTS (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S148	Community event coordination	Implementation of annual community events program. Determine applications for third party events and festivals.	4.2	SOC
S149	Events e-Bulletin	Production of an Events e-newsletter.	4.2	SOC
S206	Council e-newsletter	Production of monthly Council e-newsletter.	5.3	GOV
S207	External communication and marketing	Promotion of Council's activities and achievements to the community.	5.3	GOV
S208	Graphic design	Preparation of brochures and banners for Council services, facilities and events.	5.3	GOV
S209	Internal communication	Preparation of information for staff and Council representatives.	5.3	GOV
S210	Media liaison and monitoring	Promotion of Council services and activities and responding to media enquiries.	5.3	GOV
S213	Social media	Promotion of Council activities and monitor and respond to customer feedback on social media platforms.	5.3	GOV
S214	Speeches and presentations	Preparation of speeches to be delivered by the representatives of Council.	5.3	GOV
S215	Video production	Development and distribution of video material.	5.3	GOV



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT CONTRACTS MANAGEMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.1.2.07	Implement Project Management Framework	Manager Integrated Planning & Special Projects Corporate Contracts Manager	Jul-18	Jun-21	GOV
5.4.5.02	Review Contract Management Manual	Corporate Contracts Manager	Jul-18	Jun-21	GOV
5.4.3.06	Implement solution to simplify and improve WHS management including contractors	WHS Specialist Corporate Contracts Manager	Jul-18	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S219	Contacts and tenders	Documentation and management of contracts and tenders.	5.4	GOV
S257	Contacts and tenders	Maintain Contracts Register	5.4	GOV
S258	Contacts and tenders	Assist staff in managing contract issues as they arise	5.4	GOV
S259	Contacts and tenders	Ensure staff compliance to the <i>Contract Management Manual 2016</i>	5.4	GOV
S260	Contacts and tenders	Maintain Council's suite of Standard Contract Documents to reflect legislative changes and best practice	5.4	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT CUSTOMER SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.2.4.01	Implement the Customer Service Strategy	Manager Customer Services	Mar-19	Jun-21	GOV
5.2.4.04	Continue to roll out online forms for Council services to improve accessibility and customer experience	Manager Customer Services	Jul-18	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S180	After hours' response service	Provision of after hours emergency answering service outside the normal working hours during weekdays, weekends and public holidays.	5.2	GOV
S181	Call centre (telephone enquiry handling)	Answering of telephone calls, directing enquiries and providing information.	5.2	GOV
S190	Counter service (counter enquiry handling)	Responding to counter enquiries.	5.2	GOV
S194	Filming applications	Processing of applications to conduct filming in North Sydney in accordance with policy. Implementation of the requirements of the Local Government Filming Protocol.	5.2	GOV
S195	Hiring of community centres	Facilitation of processing and allocation of casual bookings for community activities.	5.2	GOV
S196	Hiring of recreational facilities	Facilitation of processing and allocation of seasonal and casual bookings for sportsgrounds, parks and facilities for sporting fixtures and training.	5.2	GOV
S200	Residential parking permit scheme administration	Processing and assessment of residential parking permit applications in accordance with policy and service level agreements.	5.2	GOV
S201	Permits and applications	Receipting and processing of permits and applications.	5.2	GOV

51

North Sydney Council Operational Plan 2020/21

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT DOCUMENT MANAGEMENT SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.4.2.01	Review Recordkeeping Plan of Management	Manager Document Management Services	Jul-19	Jun-21	GOV
5.4.2.03	Implement Knowledge Management Plan	Manager Document Management Services	Jul-19	Jun-21	GOV
5.4.2.08	Digitisation of hard copy files	Manager Document Management Services	Jul-18	Jun-21	GOV
5.4.2.06	Review the Retention and Disposal of Records Strategy	Manager Document Management Services	Jul-20	Jun-21	GOV
5.4.2.07	Review the Privacy Management Plan	Manager Document Management Services	Jul-20	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S216	Access to public records	Provision to the public and Council of access to public records, including the Publication Guide annually under the GIPA.	5.4	GOV
S221	Database management	Maintenance and administration of databases	5.4	GOV
S222	Document storage, retention and disposal	Maintenance of central records repository by archiving and scanning of documents and files and disposal of old files. Retrieval of records promptly from off-site facilities upon request. Transfer of eligible Council records to off-site storage in a timely manner. Disposal of all records according to their scheduled retention period.	5.4	GOV

HOME

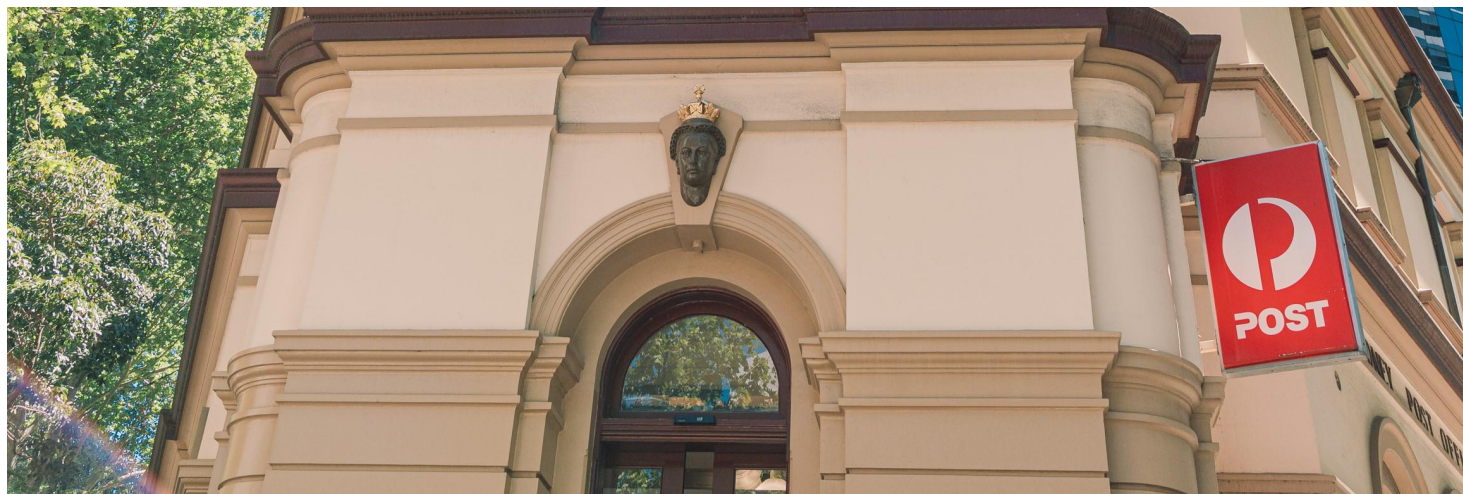
INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DOCUMENT MANAGEMENT SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S223	Electronic document management system administration	Maintain the electronic document management system, including updating and adding users, providing training in the use of the system, responding to requests for support, information and advice.	5.4	GOV
S228	Incoming document processing	Receipting and directing of correspondence into the organisation.	5.4	GOV
S229	Information requests: formal and informal	Responding to formal requests for information in a timely manner in accordance with GIPA legislation.	5.4	GOV
S240	Tender openings	Attendance at and supervision of governance aspect of tender openings.	5.4	GOV



North Sydney Council Operational Plan 2020/21

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT FINANCIAL SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.1.4.01	Review rating structure	Manager Financial Services	Oct-18	Jun-21	GOV
5.1.4.02	Review the Long Term Financial Plan in accordance with preparation of the annual Operational Plan	Manager Financial Services	Oct-20	Jun-21	GOV
5.1.4.03	Undertake quarterly budget reviews to monitor financial performance	Manager Financial Services	Oct-18	Jun-21	GOV
5.1.4.04	Establish a grant register and protocol for whole of organisation use	Manager Financial Services	Jul-20	Jun-21	GOV
5.1.4.05	Review functionality of Authority and upgrade to latest version	Manager Financial Services Manager Information Technology	Jul-19	Jun-21	GOV
5.1.4.06	Implement the Payroll, Attendance and Leave Management Report recommendations	Manager Financial Services	Feb-21	Mar-21	GOV
5.1.4.07	Update Capital Value Register (CVR) linking Council's asset register	Manager Financial Services	Feb-21	Mar-21	GOV
5.1.4.08	Implement "Cloud" Long Term Financial Plan (LTFP)	Manager Financial Services	Apr-21	Jun-21	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## FINANCIAL SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S167	Accounting administration	Payments and records for all financial transactions.	5.1	GOV
S168	Administration of rate concession program	Reviewing of applications for concessions.	5.1	GOV
S170	Creditor and payment services	Payment for services provided to Council by suppliers.	5.1	GOV
S171	Debtor services	Collection of annual amounts owing to Council.	5.1	GOV
S173	Financial management and reporting	Preparation of monthly financial reports for managers and analysis for Management Executive; report development; preparation of annual and four yearly budgets; and administration and development of the financial accounting system.	5.1	GOV
S174	Grant administration	Maintenance of records of grant funds.	5.1	GOV
S175	Investment portfolio management	Management of Council's investment portfolio to achieve maximum return with minimum risk.	5.1	GOV
S176	Payroll	Compilation of time worked records, and preparation of payroll.	5.1	GOV
S177	Rates collection	Preparation and issuing of rates account notices and maintenance of rates records.	5.1	GOV
S178	Statutory financial reporting	Preparation of statutory financial reports for compliance purposes. Includes recording loan payments, employee leave entitlements, maintenance of financial assets register, and implementation of the relevant reporting Codes.	5.1	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT INFORMATION TECHNOLOGY

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.1.4.05	Review functionality of Authority and upgrade to latest version	Manager Financial Services Manager Information Technology	Jul-19	Jun-21	GOV
5.4.1.03	Implement the ICT Strategy	Manager Information Technology	Jan-20	Jun-21	GOV
5.4.1.04	Review IT Governance and Project Delivery Framework	Manager Information Technology	Jul-18	Jan-21	GOV
5.4.1.05	Implement IT Governance and Project Delivery Framework	Manager Information Technology	Jan-19	Jun-21	GOV
5.4.1.06	Prepare End User Experience Program	Manager Information Technology	Jan-19	Dec-20	GOV
5.4.1.07	Implement End User Experience Program	Manager Information Technology	Jan-20	Jun-21	GOV
5.4.1.08	Review Council's website	Manager Information Technology	Jul-19	Dec-20	GOV
5.4.1.09	Standardise integration of Council's multi-supplier information management ecosystem	Manager Information Technology	Apr-19	Jun-21	GOV
5.4.1.10	Implement the Data-centre	Manager Information Technology	Jul-20	Jun-21	GOV
5.4.1.12	Investigate video-conferencing	Manager Information Technology	Jul-20	Jun-21	GOV
5.4.1.13	Manage Council's mapping and geographical systems	Manager Information Technology	Jul-20	Jun-21	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
and LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## INFORMATION TECHNOLOGY (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S225	ICT infrastructure development and maintenance	Development and maintenance of IT infrastructure. Delivery of all application development and IT Infrastructure projects left by Council's IT Department, on time and within budget. Management of Council's telecommunications.	5.4	GOV
S226	ICT service, operations and support	Delivery of internal IT services including hardware and software and technical support. Resolving all IT help desk requests and service requests within service level agreements. Monitoring of performance for Council managed systems.	5.4	GOV
S227	ICT systems administration	Maintenance and administration of network applications, databases and system backups.	5.4	GOV
S233	Mapping, spatial and assets information maintenance	Provision of accurate maps, asset inventories and infrastructure information in a mapping format using GIS in a timely manner. Maintenance of the currency and accuracy of Council's spatial/property information system.	5.4	GOV
S241	Website and intranet maintenance	Publishing of up to date information in suitable format on website and intranet. Maintenance of navigation structure and links, and presentation styles.	5.4	GOV





HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT PROCUREMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.4.5.03	Develop corporate wide procurement and contract management training	Manager Procurement Corporate Contracts Manager	Jul-18	Jun-21	GOV
5.4.5.04	Use a range of market testing options to achieve best value for goods and services purchasing	Manager Procurement	Jul-18	Jun-21	GOV
5.4.5.05	Maximise competition in the procurement process	Manager Procurement	Jul-19	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S217	Administration of approved suppliers	Maintenance of a list of approved suppliers to ensure cost effective and sustainable purchasing across the organisation.	5.4	GOV
S234	Purchasing	Ordering and delivery of materials and supplies for operations.	5.4	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT RISK MANAGEMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
5.4.3.01	Implement Risk Management Framework	Manager Risk	Jul-18	Jun-21	GOV
5.4.3.02	Review WHS Management System and injury management process	WHS Specialist	Jul-18	Jun-21	GOV
5.4.3.03	Improve WHS leadership, safety culture and engagement	WHS Specialist	Jul-18	Jun-21	GOV
5.4.3.04	Review WHS and injury management training requirements	WHS Specialist	Jul-18	Jun-21	GOV
5.4.3.06	Implement solution to simplify and improve WHS management including contractors	WHS Specialist Corporate Contracts Manager	Jul-19	Jun-21	GOV
5.4.3.07	Serve as Council's Resilience Ambassador to the Resilient Sydney Office	Manager Risk	Jul-19	Jun-21	GOV
5.4.3.08	Drive the Continuous Improvement Program (CIP) to support the Audit, Risk and Improvement Committee (ARIC)	Manager Risk	Jul-19	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S193	External auditing	Auditing of Council's external functions.	5.2	GOV
S218	Audit and Risk Committee support	Facilitation of the Audit and Risk Committee. Provision of support services for Audit and Risk Committee meetings.	5.4	GOV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## RISK MANAGEMENT (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S220	Crisis management program	Implementation, testing and maintenance of Crisis Management Plan.	5.4	GOV
S230	Insurance program	Maintain insurance cover appropriate to Council's risk profile and statutory obligations	5.4	GOV
S231	Internal auditing	Auditing of Council's internal functions through the Internal Audit Program shared with neighboring councils.	5.4	GOV
S235	Risk advisory	Provide best practice advice, analysis and reporting to promote continuous improvement through effective and efficient risk management.	5.4	GOV
S236	Risk events and claims management	Capture and analyse data, and provide timely and accurate assessment in pursuit of the best outcome for Council.	5.4	GOV
S237	Risk management training and awareness	Delivery of risk management training and awareness program across Council.	5.4	GOV
S238	Safety inspections	Inspections of Council's work practices for safety in accordance with approved schedule.	5.4	GOV
S239	Site and activity risk assessments	Conducting of risk assessments on Council sites, for Council or Council sponsored activities such as events and festivals.	5.4	GOV
S242	WHS management system administration	Administer the WHS management system.	5.4	GOV
S243	WHS Committee support	Coordination of and attendance at WHS Committee meetings.	5.4	GOV

60

# ENGINEERING & PROPERTY SERVICES DIVISION

Departments - Asset Management, Engineering Infrastructure, Project Management, Property Assets, Traffic & Transport Operations, Works Engineering



## FINANCIAL SUMMARY

# ENGINEERING & PROPERTY SERVICES DIVISION

(Continued)

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Asset Management Department/Engineering Infrastructure</b>			
Expenditure	Operating	7,945,834	8,375,247
	Capital	10,929,887	9,479,804
Expenditure Total		18,875,721	17,855,051
Income	Operating	-15,575,242	-11,800,318
Income Total		-15,575,242	-11,800,318
<b>Total</b>		<b>3,300,479</b>	<b>6,054,733</b>
<b>Project Management Department</b>			
Expenditure	Operating	171,328	97,748
	Capital	3,450,000	1,411,074
Expenditure Total		3,621,328	1,508,822
Income	Operating	-497,996	-498,000
Income Total		-497,996	-498,000
<b>Total</b>		<b>3,123,332</b>	<b>1,010,822</b>
<b>Property Assets Department</b>			
Expenditure	Operating	5,571,367	5,311,026
	Capital	3,500,000	25,000,000
Expenditure Total		9,071,367	30,311,026
Income	Operating	-7,299,050	-6,161,320
Income Total		-7,299,050	-6,161,320
<b>Total</b>		<b>1,772,317</b>	<b>24,149,706</b>

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Traffic &amp; Transport Operations Department</b>			
Expenditure	Operating	2,167,070	1,454,435
	Capital	1,540,000	1,838,000
Expenditure Total		3,707,070	3,292,435
Income	Operating	-200,000	-211,000
Income Total		-200,000	-211,000
<b>Total</b>		<b>3,507,070</b>	<b>3,081,435</b>
<b>Works Engineering Department</b>			
Expenditure	Operating	603,481	619,157
Expenditure Total		603,481	619,157
Income	Operating	-8,565,505	-8,054,555
Income Total		-8,565,505	-8,054,555
<b>Total</b>		<b>-7,962,024</b>	<b>-7,435,398</b>
<b>TOTAL</b>		<b>3,741,174</b>	<b>26,861,298</b>



62

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT ASSET MANAGEMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.1.1.01	Undertake asset condition surveys and update Asset Management Plans per asset class	Manager Assets	Jul-18	Jun-21	SOC
2.1.1.02	Undertake asset valuations and review asset useful lives	Manager Assets	Jul-18	Jun-21	SOC
2.1.1.03	Implement the Asset Management Plans per asset class	Manager Assets	Jul-18	Jun-21	SOC
2.1.1.04	Implement the Asset Management Strategy	Manager Assets	Jul-18	Jun-21	SOC
2.1.1.18	Review the Asset Management Strategy	Manager Assets	Jul-20	Jun-21	SOC
2.1.2.01	Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets	Manager Assets	Jul-18	Jun-21	SOC
2.1.3.03	Respond to emergencies	Manager Assets	Jul-18	Jun-21	SOC
2.1.3.04	Review Joint Emergency Plans	Manager Assets	Jul-20	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## ASSET MANAGEMENT (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S39	Asset management system maintenance	Updating of the Asset Management System.	2.1	SOC
S40	Asset reporting and information	Provision of accurate information for asset reporting using the Asset Management System.	2.1	SOC
S52	Infrastructure levy program administration	Administration and project management of infrastructure levy programs.	2.1	SOC
S57	Local Emergency Management Committee	Chairing jointly the Local Emergency Management Committee.	2.1	SOC
S67	SES facilities management	Maintenance of SES headquarters and equipment in an operational condition.	2.1	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT ENGINEERING INFRASTRUCTURE

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.1.1.05	Implement footpath capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.06	Implement kerb and gutter capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.07	Implement drainage capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.08	Implement roads capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.09	Implement retaining walls capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.10	Implement seawalls capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.11	Implement marine structures capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.12	Implement safety barriers capital works program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.1.13	Implement gross-pollutant trap upgrade program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.1.4.01	Prepare the Flood Study	Manager Engineering Infrastructure	Jul-18	Dec-20	SOC
2.2.1.01	Implement the Public Domain Style Manual and Design Codes	Manager Engineering Infrastructure	Jul-19	Jun-21	SOC



## ENGINEERING INFRASTRUCTURE (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.2.1.03	Implement the North Sydney CBD Upgrade Program	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.04	Upgrade public domain along Military Road, Cremorne and Neutral Bay associated with the introduction of B-Line	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.06	Implement capital works program for the North Sydney CBD	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.07	Implement public domain for the Crows Nest Masterplan	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.08	Implement public domain for the Education Precinct Masterplan	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.09	Implement public domain for the Cremorne and Neutral Bay Masterplans	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.1.10	Implement the capital works program for St Leonards Masterplan	Manager Engineering Infrastructure Landscape Architect	Jul-18	Jun-21	SOC
2.2.1.11	Undertake gateway treatments throughout LGA	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC
2.2.2.02	Implement the Public Lighting Strategy	Manager Engineering Infrastructure	Jul-20	Jun-21	SOC
2.2.2.04	Upgrade streetscape lighting in village centres	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## ENGINEERING INFRASTRUCTURE (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.2.1.05	Upgrade footpath at Willoughby Road	Manager Engineering Infrastructure	Jul-18	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S50	General investigations	Investigation and responding to customer requests relating to infrastructure. Identification of work that has arisen from the investigation and plan for its implementation. Development of project briefs and including any capital works in the Capital Works Program. Preparation and issuing of maintenance work instructions. Tracking of requests using relevant systems to ensure that all matters are dealt within service level agreements.	2.1	SOC
S54	Infrastructure management and construction	Planning, project management and building of infrastructure provided by Council.	2.1	SOC
S61	Pollution control device cleaning and maintenance	Inspection, cleaning and maintenance of Council's pollution control devices.	2.1	SOC
S69	Stormwater/drainage management	Planning and building of stormwater/drainage infrastructure and water quality improvement devices. Investigation and resolving of stormwater/drainage or flooding emergencies and complaints in a timely manner. Maintenance of stormwater/drainage infrastructure, including gross pollutant traps, in accordance with adopted schedules and budget allocation.	2.1	SOC
S76	Project design briefs	Preparation of concept design briefs for all projects included in the Capital Works Program.	2.2	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT PROJECT MANAGEMENT

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.1.1.17	Investigate options to deliver components of Parraween Street car park re-development	Director EPS	Jul-19	Jun-21	SOC
2.1.6.01	Redevelop North Sydney Olympic Pool complex	Director EPS	Jul-18	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S41	Building construction	Planning, project management and construction of buildings provided by Council.	2.1	SOC
S51	Infrastructure grant applications	Submission of applications for government grants for all projects considered suitable.	2.1	SOC
S72	Banner program	Management of the street banners program, seasonal banners, event banners and Christmas decorations for the local government area. Installation of banner poles throughout the LGA.	2.2	SOC
S73	Gateway treatments	Provision of gateway treatments throughout LGA.	2.2	SOC
S77	Project management	Preparation of concept plans, designs and estimates for projects. Preparation of working plans and submitting development applications if required. Preparing briefs, considering fee proposals, engaging, overseeing and managing consultants where specialised services are required. Calling for tenders as required. Reporting of progress of projects on a regular basis.	2.2	SOC
S79	Streetscape Committees	Engagement with local retailers and businesses, facilitating involvement in the preparation of capital works programs for local shopping areas.	2.2	SOC
S81	Streetscape improvements	Implementation of streetscape improvement works in accordance with the approved schedule, service level agreements and budget allocation.	2.2	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT PROPERTY ASSETS

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.2.1.02	Implement the Public Amenities Strategy	Manager Property Assets	Jul-18	Jun-21	SOC
5.1.5.01	Identify commercial opportunities on Council's land and building assets	Director EPS	Jul-18	Jun-21	GOV

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S43	Community facilities management	Provision and management of community facilities for use by the community.	2.1	SOC
S44	Council building cleaning	Management, maintenance and monitoring of the cleaning of Council owned buildings in accordance with the standards adopted.	2.1	SOC
S45	Council building maintenance	Maintenance of Council owned buildings. Includes maintenance of fire and safety equipment within buildings.	2.1	SOC
S46	Council buildings lease management	Management of Council's commercial property portfolio to achieve maximum return with minimum risk.	2.1	SOC
S49	General administration of property matters	Responding to enquiries on Council's property matters.	2.1	SOC
S55	Lease and license administration	Negotiation of new and expiring leases and licenses, responding to enquiries.	2.1	SOC
S56	Lease register maintenance	Maintenance of register of leases.	2.1	SOC

## PROPERTY ASSETS (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S58	North Sydney Indoor Sports Centre	Maintain a sports centre facility at Crows Nest for public recreation and fitness use.	2.1	SOC
S66	Security contract administration	Coordination of security monitoring services for Council facilities.	2.1	SOC
S75	Outdoor dining and trading	Assessment of applications for use of space in front of premises in accordance with policy and service level agreements.	2.2	SOC
S78	Public toilet cleaning	Cleaning of public toilets in accordance with service level agreements.	2.2	SOC
S82	Bus shelters	Provision of bus shelters to support the bus system.	2.3	SOC



North Sydney Council Operational Plan 2020/21



70

## DEPARTMENT TRAFFIC & TRANSPORT OPERATIONS

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.1.1.14	Prepare transport and traffic infrastructure capital works program	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.1.1.15	Implement transport and traffic infrastructure capital works program	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.1.01	Advocate the state government to improve planning and delivery of integrated and efficient public transport	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.1.02	Implement community education campaigns that encourage active transport/use of public transport and alternative modes of transport	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.1.03	Implement North Sydney Integrated Cycling Strategy	Sustainable Transport Project Co-Ordinator	Jul-18	Jun-21	SOC
2.3.1.04	Implement Priority Cycling Route 2 - Young St	Manager Traffic & Transport Operations	Jul-19	Jun-21	SOC
2.3.1.05	Provide bike rail facilities for cyclists	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.1.06	Monitor bike share schemes and work with operators to improve management of schemes	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.1.09	Participate in TfNSW Travel Choices Program	Sustainable Transport Project Co-Ordinator	Jul-18	Dec-21	SOC
2.3.1.10	Implement Active Transport - Young Street, Neutral Bay	Manager Traffic & Transport Operations	Jan-19	Jun-21	SOC

## TRAFFIC & TRANSPORT OPERATIONS (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.3.1.13	Implement Active Transport - Kurraba Road	Manager Traffic & Transport Operations	Jan-19	Jun-21	SOC
2.3.2.04	Participate in the Northern Beaches Transport Masterplan	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.3.5.01	Implement the Road Safety Action Plan including education and awareness programs	Road Safety Officer	Jul-18	Jun-21	SOC
2.3.6.01	Monitor advances in new forms of travel	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.4.1.01	Implement North Sydney Integrated Traffic and Parking Strategy	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.4.1.02	Implement Local Area Traffic Management Action Plans	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.4.1.03	Design and implement pedestrian / traffic signals and associated works at Gerard Street & MacPherson Street	Manager Traffic & Transport Operations	Jul-19	Jun-21	SOC
2.4.2.01	Investigate funding opportunities and apply for grant funding for new and upgrade of traffic, pedestrian and cycling facilities	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.4.3.01	Undertake a review of car parking restrictions	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC
2.4.3.02	Manage car share parking	Manager Traffic & Transport Operations	Jul-18	Jun-21	SOC

## TRAFFIC & TRANSPORT OPERATIONS (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S47	Footpath and cycleway construction	Planning, project management and building of footpaths and cycleway provided by Council.	2.1	SOC
S68	Signage and street sign replacement	Maintenance of street and traffic signs in accordance with the approved schedule, service level agreements and budget allocation. Development of plans and specifications for the manufacture and supply of new street name signs, signage and relevant fixtures.	2.1	SOC
S80	Street Lighting Improvement Program	Pursue of improvements to North Sydney's street lighting network through the SSROC Street Lighting Improvement Program.	2.2	SOC
S83	Parking management	Provision of both on-street and off-street parking.	2.4	SOC
S85	Road and traffic permits	Assess, issue and regulate road and traffic permits for temporary third-party works to minimise impacts on public roads.	2.4	SOC
S86	Traffic and parking surveys	Printing, compiling and mailing of traffic and parking surveys and notifications.	2.4	SOC
S87	Traffic Committee support	Provision of support services for Traffic Committee meetings. Facilitation of the functions of the Traffic Committee. Processing of decisions of the Committee in accordance with service level agreements.	2.4	SOC
S88	Traffic grant applications	Preparation of submissions to the RMS and federal government to acquire grants for traffic related projects.	2.4	SOC
S89	Traffic investigations	Undertaking of traffic investigations.	2.4	SOC
S90	Traffic management designs	Preparation of traffic management designs and documents in accordance with service level agreements.	2.4	SOC



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT WORKS ENGINEERING

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
2.1.1.19	Transfer the Ward St carpark back to Council ownership	Manager Parking Stations	Sep-19	Oct-20	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S42	Car park maintenance	Maintenance of Council's car parks in accordance with the approved schedule, service level agreements and budget allocation.	2.1	SOC
S48	Footpath and cycleway maintenance	Maintenance of footpaths and cycleways in accordance with the approved schedule, service level agreements and budget allocation.	2.1	SOC
S53	Infrastructure maintenance	Implementation of the infrastructure maintenance program.	2.1	SOC
S59	Plant and fleet management	Management of plant, equipment and fleet.	2.1	SOC
S60	Plant replacement	Replacement of plant to optimise cost effectiveness in accordance with approved budget allocation.	2.1	SOC
S62	Public art cleaning and maintenance	Cleaning and maintenance of Council's public art.	2.1	SOC
S63	Recoverable works reinstatements	Recovering to Council cost of works conducted for reinstatement of Council's roads and footpaths.	2.1	SOC

## WORKS ENGINEERING (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S64	Roads construction	Planning and building of local roads.	2.1	SOC
S65	Roads maintenance	Maintenance of local roads in accordance with the approved schedule, service level agreements and budget allocation.	2.1	SOC
S70	Street furniture and infrastructure cleaning, maintenance and replacement	Cleaning, maintenance and replacement of Council owned infrastructure and street furniture in accordance with the approved schedule, service level agreements and budget allocation.	2.1	SOC
S71	Vehicle and plant maintenance	Servicing of vehicles and plant in accordance with the service specification and on time.	2.1	SOC
S74	Graffiti removal	Removal of reported incidences of graffiti from public and private property and identified priority sites.	2.2	SOC
S84	Parking station equipment maintenance	Maintenance of Council's car parking station equipment.	2.4	SOC



North Sydney Council Operational Plan 2019/20



75

HOME

INTRODUCTION

RESOURCING  
THE PLAN

GENERAL  
MANAGER'S  
OFFICE

CITY  
STRATEGY

COMMUNITY  
& LIBRARY  
SERVICES

CORPORATE  
SERVICES

ENGINEERING &  
PROPERTY  
SERVICES

OPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

# OPEN SPACE & ENVIRONMENTAL SERVICES DIVISION

Departments - Environmental Services, Landscape Planning & Design, North Sydney Olympic Pool, North Sydney Oval & Parks and Reserves



# FINANCIAL SUMMARY

## OPEN SPACE & ENVIRONMENTAL SERVICES DIVISION

(Continued)

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>Environmental Services Department</b>			
Expenditure	Operating	19,514,679	20,292,020
	Capital	-	20,000
Expenditure Total		19,514,679	20,312,020
Income	Operating	-18,305,396	-19,109,173
Income Total		-18,305,396	-19,109,173
<b>Total</b>		<b>1,209,283</b>	<b>1,202,847</b>
<b>Landscape Planning and Design Department</b>			
Expenditure	Operating	605,862	734,020
Expenditure Total		605,862	734,020
Income	Operating	-11,000	-11,000
Income Total		-11,000	-11,000
<b>Total</b>		<b>594,862</b>	<b>723,020</b>
<b>North Sydney Olympic Pool Department</b>			
Expenditure	Operating	2,983,437	187,900
Expenditure Total		2,983,437	187,900
Income	Operating	-2,723,700	12,570
Income Total		-2,723,700	12,570
<b>Total</b>		<b>259,737</b>	<b>200,470</b>

EXPENDITURE/ INCOME	OPERATING/ CAPITAL	2019/20 ADOPTED BUDGET (\$)	2021/20 FORECAST BUDGET (\$)
<b>North Sydney Oval Department</b>			
Expenditure	Operating	1,591,045	1,392,220
	Capital	-	600,000
Expenditure Total		1,591,045	1,992,220
Income	Operating	-1,178,300	-823,350
Income Total		-1,178,300	-823,350
<b>Total</b>		<b>412,745</b>	<b>1,168,870</b>
<b>Parks and Reserves Department</b>			
Expenditure	Operating	8,195,637	8,522,172
	Capital	4,824,600	4,010,000
Expenditure Total		13,020,237	12,532,172
Income	Operating	-487,700	-272,000
	Capital	-41,600	-
Income Total		-529,300	-272,000
<b>Total</b>		<b>12,490,937</b>	<b>12,260,172</b>
<b>TOTAL</b>		<b>14,967,564</b>	<b>15,555,379</b>

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT ENVIRONMENTAL SERVICES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.1.1.01	Implement the Bushcare community workshops and events program	Manager Environmental Services	Jul-18	Jun-21	ENV
1.1.1.02	Implement the Native Havens, Wildlife Watch and Adopt and Plot Program	Manager Environmental Services	Jul-18	Jun-21	ENV
1.1.1.03	Implement the Bushland Plan of Management	Manager Environmental Services	Jul-19	Jun-21	ENV
1.1.1.04	Implement the Bushland Rehabilitation Plans	Manager Environmental Services	Jul-19	Jun-21	ENV
1.1.2.01	Implement the Coal Loader Centre for Sustainability Business Plan	Manager Environmental Services	Jul-18	Jun-21	ENV
1.1.3.01	Support the HarbourCare program	Manager Environmental Services	Jul-18	Jun-21	ENV
1.1.3.02	Implement water quality improvement programs	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.1.01	Implement energy and water conservation business education programs	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.1.04	Implement the Community Waste Education Program	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.1.05	Implement the Green Events and Workshops Program	Manager Environmental Services	Jul-18	Jun-21	ENV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## ENVIRONMENTAL SERVICES (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.2.2.01	Prepare the Environmental Sustainability Action Plan	Manager Environmental Services	Jul-18	Sep-20	ENV
1.2.2.02	Implement the Environmental Sustainability Action Plan	Manager Environmental Services	Oct-20	Jun-21	ENV
1.2.2.03	Implement the Greenhouse Action Plan and Water Management Plan	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.2.05	Maximise Council's efforts to reduce energy and water use to reach reduction goals	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.2.06	Increase Council's renewable energy capacity	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.2.07	Participate in the NSROC Waste Strategy	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.2.08	Explore options for resource recovery and alternative waste treatment	Manager Environmental Services	Jul-19	Jun-21	ENV
1.2.3.01	Conduct sustainability awards for the community, businesses and Council staff	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.3.02	Undertake energy, water and waste reporting	Manager Environmental Services	Jul-19	Jun-21	ENV
1.2.4.01	Consider the impacts of climate change in Council's plans, strategies and policies	Manager Environmental Services	Jul-18	Jun-21	ENV

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## ENVIRONMENTAL SERVICES (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.2.4.02	Support the Fire Service in the management of bushfire risk	Manager Environmental Services	Jul-18	Jun-21	ENV
1.2.4.03	Contribute to the development of the Mosman-North Sydney Local Emergency Management Plan	Manager Environmental Services	Jul-18	Jun-21	ENV
1.3.2.01	Support community in the development of community gardens, rooftop and hard surface greening	Manager Environmental Services	Jul-18	Jun-21	ENV
1.3.2.03	Establish a community garden at Grasmere Reserve, Cremorne	Manager Environmental Services	Jul-19	Jun-21	ENV
1.4.1.41	Upgrade Primrose Park walking track	Bushland Management Co-ordinator	Jul-20	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S1	Bushcare e-Bulletin	Production of a Bushcare e-newsletter.	1.1	ENV
S2	Bushcare newsletter	Production of a printed bushcare newsletter.	1.1	ENV
S3	Bushland regeneration	Regeneration of bushland. Management of the Bushcare program. Facilitation of community tree planting events.	1.1	ENV
S4	Environmental Levy program administration	Administration and project management of environmental levy programs.	1.1	ENV
S5	Pest management	Management of pest animals through appropriate control measures.	1.1	ENV

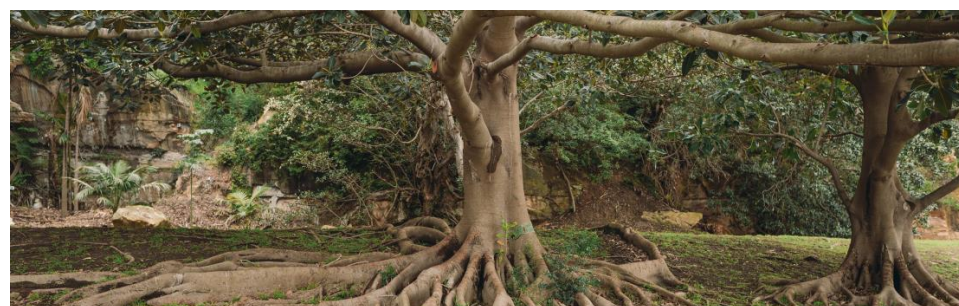
## ENVIRONMENTAL SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S6	Street cleaning	Cleaning of streets in accordance with adopted the approved schedule, service level agreements and budget allocation.	1.1	ENV
S7	Tree preservation order administration	Assessment of applications for pruning or removal of trees in accordance with policy and service level agreements.	1.1	ENV
S8	Water quality monitoring	Monitoring of local waterway conditions.	1.1	ENV
S9	Water conservation	Promotion and provision of education to the community to reduce water use, and to use water more efficiently.	1.1	ENV
S10	Climate change planning	Development of planning tools to prepare Council and the community for the likely impacts associated with climate change.	1.2	ENV
S11	Dumped rubbish response	Responding to dumped rubbish removal requests.	1.2	ENV
S12	Emergency management	Council participates in the Mosman-North Sydney-Willoughby Bushfire Management Committee.	1.2	ENV
S13	Energy conservation	Provision of energy conservation programs and renewable energy programs.	1.2	ENV
S14	Environmental education	Design, production and distribution of educational and promotional materials and training for staff and the community to support sustainability. Promotion of environmental sustainability practices at community events and in Council's operations.	1.2	ENV
S15	Environmental grant program administration	Administration and project management of environmental grant programs to local schools that are the responsibility of Council.	1.2	ENV
S16	Green e-Bulletin	Production of a Green e-newsletter.	1.2	ENV



## ENVIRONMENTAL SERVICES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S17	Greenwaste collection	Collection of garden waste from homes.	1.2	ENV
S18	Pre-booked clean up service	Processing of requests and preparing work schedules for the pre-booked clean up service.	1.2	ENV
S19	Public bin emptying	Emptying of litter from public bins in accordance with service level agreements.	1.2	ENV
S20	Recyclable materials collection	Collection of recycling from homes and public places, and sorting and processing of recyclable materials.	1.2	ENV
S21	Waste collection and disposal	Provision of a safe, convenient, reliable and environmentally sound collection and disposal of solid waste.	1.2	ENV
S22	Waste minimisation	Provision of kerbside recycling, green waste collections and recycling drop off facilities. Provision of programs that avoid waste generation, encourage reusing and recycling, and motivate behaviour change. Programs include business efficiency programs.	1.2	ENV
S23	Street tree management	Management of street trees for identified locations in accordance with the approved schedule, service level agreements and budget allocation.	1.3	ENV
S24	Streets Alive e-Bulletin	Production of a Streets Alive e-newsletter.	1.3	ENV



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT LANDSCAPE PLANNING & DESIGN

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.3.1.01	Implement the Street Tree Strategy	Landscape Technical Officer	Jul-18	Jun-21	ENV
1.3.1.02	Conduct a street tree audit	Landscape Technical Officer	Jul-20	Jun-21	ENV
1.3.1.03	Implement the Urban Forest Strategy	Landscape Technical Officer	Jul-18	Jun-21	ENV
1.3.3.01	Underground overhead powerlines as opportunities arise	Director OSE	Jul-18	Jun-21	SOC
1.4.1.01	Provide opportunities to expand a network of multipurpose, accessible, fit for purpose open space, parks and recreation facilities for people of all ages and abilities, that respond to the needs of communities as the population grows	Landscape Technical Officer	Jul-18	Jun-21	SOC
1.4.1.03	Deliver shared and co-located sports and recreational facilities including shared school grounds, when opportunities arise	Director OSE	Jul-18	Jun-21	SOC
1.4.1.05	Investigate potential additional public open space opportunities	Landscape Planner	Jul-18	Jun-21	SOC
1.4.1.06	Pursue contact with public schools and owners of private facilities to lease these for public use	Director OSE	Jul-18	Jun-21	SOC
1.4.1.07	Pursue opportunities with owners of land with potential for use as public open space and to lease these for public use	Director OSE	Jul-18	Jun-21	SOC
1.4.1.11	Expand open space at Hume Street, Crows Nest	Landscape Architect	Jul-20	Jun-21	SOC
1.4.1.12	Upgrade Hodgson Lookout Footpath	Director - OSE	Jul-20	Jun-21	SOC
1.4.1.13	Upgrade Henry Lawson Steps	Director - OSE	Jul-20	Jun-21	SOC

## LANDSCAPE PLANNING & DESIGN (CONT.)

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.4.1.19	Review the Cremorne Reserve Plan of Management	Landscape Planner	Jul-20	Jun-21	SOC
1.4.1.21	Implement the Tunks Park Plan of Management	Landscape Planner	Jul-19	Jun-21	SOC
1.4.1.22	Review the St Leonards Park Plan of Management	Landscape Architect	Jul-19	Jun-21	SOC
1.4.1.23	Implement Bradfield Park South Masterplan	Director OSE	Jul-19	Jun-21	SOC
1.4.1.47	Implement the Anderson Park Masterplan	Landscape Planner	Jul-19	Jun-21	SOC
1.4.1.48	Finalise Plans of Management in line with the new Department of Crown Lands process	Landscape Planner	Jul-19	Jun-21	SOC
1.4.2.04	Implement landscaping improvements at Hayes Street beach	Landscape Planner	Jul-18	Jun-21	SOC
1.4.2.05	Work with the Harbour Trust to create parkland at the former HMAS Platypus site, Neutral Bay	Director OSE	Jul-19	Jun-21	SOC
1.4.4.05	Implement the North Sydney Oval Plan of Management	Landscape Architect	Jul-18	Jun-21	SOC
1.4.5.01	Advocate the relevant State Government departments to allow for permission to access space for Sydney Harbour Highline Project	Director OSE	Jul-18	Jun-21	SOC
2.2.1.10	Implement the capital works program for St Leonards Masterplan	Manager Engineering Infrastructure Landscape Architect	Jul-18	Jun-21	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## LANDSCAPE PLANNING & DESIGN (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S32	Recreation and sport facilities and programs	Provision of recreational, and sporting facilities and opportunities. Supporting other significant sporting events.	1.4	SOC
S34	Recreation planning	Provision of planning and advice on the management of Council's open space.	1.4	SOC



HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT NORTH SYDNEY OVAL

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.4.4.01	Identify major regional and sporting events that may be attracted to North Sydney	Manager North Sydney Oval	Jul-18	Jun-21	SOC
1.4.4.02	Work with local, state and national sporting groups to attract state and national titles	Manager North Sydney Oval	Jul-18	Jun-21	SOC
1.4.4.03	Prepare bids to secure regional and sporting events	Manager North Sydney Oval	Jul-18	Jun-21	SOC
1.4.4.04	Implement the North Sydney Oval Business Plan	Manager North Sydney Oval	Jul-18	Jun-21	SOC
1.4.4.06	Maintain relationships with sponsors	Manager North Sydney Oval	Jul-20	Jun-21	SOC
1.4.4.07	Grow North Sydney Oval's food and beverage business	Manager North Sydney Oval	Jul-18	Jun-21	SOC
1.4.4.09	Upgrade outdoor video screen at North Sydney Oval	Manager North Sydney Oval	Jul-18	Jun-21	SOC

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S28	Mollie Dive Function Centre	Management of Mollie Dive Function Centre as an events venue.	1.4	SOC
S30	North Sydney Oval	Provision of oval and facilities for public recreational, fitness and event use. Hosting sporting events and supporting sports hosting.	1.4	SOC

HOME

INTRODUCTION

RESOURCING  
THE PLANGENERAL  
MANAGER'S  
OFFICECITY  
STRATEGYCOMMUNITY  
& LIBRARY  
SERVICESCORPORATE  
SERVICESENGINEERING &  
PROPERTY  
SERVICESOPEN SPACE &  
ENVIRONMENTAL  
SERVICES

APPENDIX

## DEPARTMENT PARKS & RESERVES

PROJECT CODE	PROJECT DESCRIPTION	RESPONSIBLE OFFICER	START DATE	END DATE	QBL LINK
1.4.1.04	Participate in the NSROC Regional Sportsground Management Strategy	Manager Parks & Reserves	Jul-18	Jun-21	SOC
1.4.1.14	Upgrade fences, furniture and signs at parks	Manager Parks & Reserves	Jul-18	Jun-21	SOC
1.4.1.15	Restore fence and upgrade entry at Kurraba Reserve	Manager Parks & Reserves	Jul-20	Jun-21	SOC
1.4.1.17	Implement remedial works for open space assets	Manager Parks & Reserves	Jul-18	Jun-21	SOC
1.4.1.35	Upgrade naming signs and bike racks at sportsgrounds	Manager Parks & Reserves	Jul-20	Jun-21	SOC
1.4.1.40	Upgrade Gore Cove to Smoothey Park walking track	Manager Parks & Reserves	Jan-20	Jun-21	SOC
1.4.1.42	Upgrade Primrose Park sports field drainage	Manager Parks & Reserves	Jan-20	Jun-21	SOC
1.4.3.01	Consider the needs of all community members when carrying out park and reserves upgrades	Director OSE	Jul-18	Jun-21	SOC
4.1.6.01	Provide opportunities for indigenous and intercultural learning opportunities	Manager Parks & Reserves	Jul-18	Jun-21	SOC

## PARKS & RESERVES (CONT.)

SERVICE CODE	SERVICE NAME	SERVICE DESCRIPTION	OUTCOME NUMBER	QBL LINK
S25	Boat ramps and water craft storage facilities	Management of boat ramps and water craft storage facilities at Tunks Park and around the foreshore for recreational use.	1.4	SOC
S27	Maccallum Pool	Provision of outdoor ocean pool for public recreational and fitness use	1.4	SOC
S31	Open space maintenance	Maintenance of active and passive open space in accordance with adopted schedules and budget allocation. Includes cleaning of public amenities.	1.4	SOC
S33	Recreation facilities maintenance	Maintenance of recreation facilities in accordance with the approved schedule, service level agreements and budget allocation. Includes maintenance of children's play equipment and cleaning of public amenities.	1.4	SOC
S35	Sportsgrounds	Provision and maintenance of specialised sportsgrounds for organised sports and other recreational activities.	1.4	SOC
S36	Streetscape maintenance	Mowing of nature strips, maintaining lighting and other streetscape maintenance activities in accordance with the approved schedule, service level agreements and budget allocation.	1.4	SOC
S38	Weed control	Inspection of roads and other prominent locations and treatment as necessary.	1.4	ENV



North Sydney Council Operational Plan 2019/20

# APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 1 OF 7)

## 1. PROVISIONS

### 1.1 COMPLIANCE

North Sydney Council's rate revenue estimates for 2020/21 complies with the relevant provision of the *Local Government Act 1993* (the Act) and the *Office of Local Government's Rating and Revenue Raising Manual*.

### 1.2 GENERAL GUIDELINES

The following general guidelines apply to Council revenue:

- a) Council will endeavour to apply all revenue policies on an equitable basis;
- b) The "user pays" principle will, in general, be the basis for the full recovery of costs;
- c) Fees and charges will take into account the movements in the CPI Index (Sydney);
- d) Income earned from Council's assets will be maximised, based on industry market rates;
- e) As a minimum, Council will seek to recover the administrative costs in performing its statutory duties; and
- f) Consideration will be given to those groups and/or members of the community, who are disadvantaged and may not otherwise be able to access the service. Generally, this will be reflected by discounting the fee or charge.

### 1.3 SUMMARY

In summary, in 2020/21 Council will:

- a) Increase total rates income by 7% (inclusive of the annual rate peg), including a 7% increase in the minimum rate. This is in accordance with IPART's determination, commencing 1 July 2019.

- b) Continue a loan borrowing program commenced in September 2015. All loans comply with Council's *Debt Management Policy*;
- c) No "finance" leases are implemented;
- d) Only use the current overdraft and credit card facilities (in cases of emergency) to a maximum of 180 days;
- e) Continue to transfer any savings from debt retirement to reserves which are held as restricted assets, for the ongoing capital works program;
- f) Allocate "bonus" income and any additional capital funds received will be allocated in accordance with Council's *Financial Management Policy*;
- g) Disclose annually, the nature and value of subsidies and donations; and
- h) Prepare the long term financial model in conjunction with the asset management models. Both are inherently uncertain and as such, will provide guidance in the long term sourcing and allocation of funds, as articulated in Council's *Resourcing Strategy*.

### 1.4 RATE PEGGING AND SPECIAL RATE VARIATIONS

The NSW Government introduced 'rate pegging' in 1977. Each year IPART approves a maximum percentage increase in the total income a council can receive from rates, known as the 'rate-peg', which is 2.7% in 2019/20. Councils may apply for a 'special variation' to increase general rate income, if it identifies a program of works that requires funding over and above the rate peg. Council applied to IPART in accordance with 'preferred' Scenario 3 of its Long Term Financial Plan (7% per annum SRV, inclusive of the annual rate peg) and minimum rate increase, for five years, effective from 1 July 2019). On 13 May 2019, IPART granted partial approval for three years; from 2019/20 to 2021/22 Council can increase its general rate income by 7% per annum, inclusive of the annual rate peg, and this will be retained permanently. Council will also increase the ordinary minimum rate by 7% per annum for the same period.



## APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 2 OF 7)

### 1.5 VALUATIONS

Rates are calculated on the land value of a property, multiplied by a 'rate in the dollar'. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every four years. The *Valuation of Land Act 1916* requires that Council will assess rates using the most recent values provided. For the 2020/21 rating year, the valuation base date will be 1 July 2019.

### 1.6 RATING STRUCTURE

Rates are Council's primary source of operating income, making up 35% of our estimated annual income in 2020/21 (including Other Charges is 47%). Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, swimming pools, community centres, cycleways, public amenities and Stanton Library.

In accordance with the Act, Council's structure of a rate can only be:

- ▶ an 'ad valorem' amount i.e. at value (s.498), or
- ▶ a base amount to which an ad valorem amount is added (s.499), or
- ▶ an 'ad valorem' amount (at value) plus minimum amounts (s.548).

An ad valorem amount is set as a proportion of the unimproved land value (UV) of the rateable property - that is, the value of the property without any buildings, houses or other capital investments. The rate in the dollar is to apply uniformly to the land value of all rateable land.

The Act also provides for all rateable properties to be categorised into one of four categories of ordinary rates:

- ▶ Residential
- ▶ Business
- ▶ Farmland (not applicable in the North Sydney LGA)
- ▶ Mining (not applicable in the North Sydney LGA)

Rates are applied to those properties categorised as either residential or business for rating purposes. Properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General are rated part Residential and part Business on the basis of that MDAF and are not categorised according to the dominant use of the property.

### 1.6.1 ORDINARY RATES

The rating strategy for 2020/21 is as follows:

	MINIMUM		AD VALOREM			TOTALS	%
	No	\$ Values	No	Cents in \$	\$ Value	\$ Value	
Residential (\$602.00 min)	27,850	16,765,700	8,509	0.084113	11,406,516	28,172,216	60
Business (\$602.00 min)	1,232	741,062	2,366	0.426251	18,040,414	18,781,476	40
TOTAL	29,081	17,506,762	10,875		29,446,930	46,953,692	

Rate paying pensioners that hold a current Pensioner Concession Card and the property is their sole or principal place of residence, may be eligible to receive a rebate.

The rebate varies from one property to another and will be calculated at the time the application is made. The rebate for a full year from 1 July to 30 June will be based on 50% of the residential rate levy to a maximum of \$250. Pro rata rebates are available and will be calculated for each full quarter following the quarter in which the pensioner becomes eligible.

The total amount a ratepayer will pay in 2020/21 will depend on how each property has been affected by the following five factors:

## APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 3 OF 7)

- a) **Infrastructure Levy** - all rateable properties within the North Sydney LGA are charged the Infrastructure Levy. In July 2012 Council was granted an ongoing extension of the quantum of this levy. This program was formulated to address backlogs in maintenance of Council infrastructure. As part of Council's general rate, this levy is collected and restricted for infrastructure and maintenance. It consists of a base amount (50%) and an ad valorem amount (at value).

	BASE AMOUNT 50%		AD VALOREM			TOTALS
	No	\$ Values	No	Cents in \$	\$ Value	\$ Value
All rateable properties (base \$25.72)	39,956	1,027,668	39,956	0.003858	1,027,782	2,055,450

- b) **Environment Levy** - all rateable properties within the North Sydney LGA are charged the Infrastructure Levy. In July 2012 Council was granted an ongoing extension of the quantum of this levy. As part of Council's general rate, this levy is collected and restricted for environmental projects. Levy funds are used to implement Council's *Bushland and Fauna Rehabilitation Plans*, *Street Tree Strategy*, *Water Management Plan* and *Greenhouse Action Plan* as detailed in the approved program of works (articulated in the *Delivery Program*). It consists of a base amount (50%) and an ad valorem amount (at value).

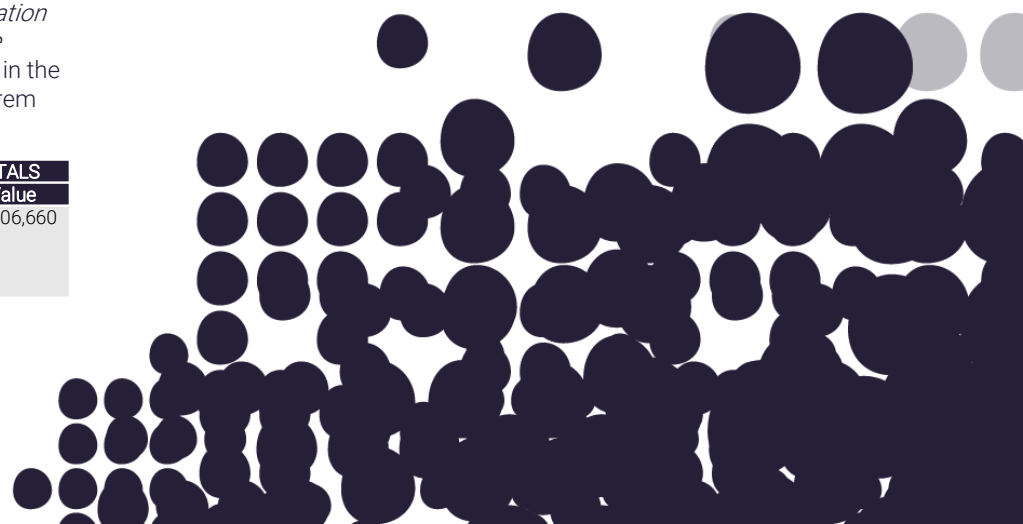
	BASE AMOUNT 50%		AD VALOREM			TOTALS
	No	\$ Values	No	Cents in \$	\$ Value	\$ Value
All rateable properties (base \$28.86)	39,956	1,153,103	39,956	0.004330	1,153,530	2,306,660

- c) **Mainstreet Levies** - two Mainstreet Levies apply to business ratepayers in the designated areas only within the North Sydney LGA.

- i) **Crows Nest Mainstreet Levy** - was established to fund streetscape works within the Crows Nest business area. In July 2012 Council was granted an ongoing extension of the quantum of this levy. As part of Council's general rate, this levy is collected and restricted for streetscape works. It consists of a base amount (30%) and an ad valorem amount (at value).

	BASE AMOUNT 0%		AD VALOREM			TOTALS
	No.	\$ Values	No.	Cents in \$	\$ Value	\$ Value
Business properties (base \$111.96)	798	89,344	798	0.021616	208,650	297,994

Refer to map (over page) showing the boundaries of the applicable area of the approved Crows Nest Mainstreet Levy.

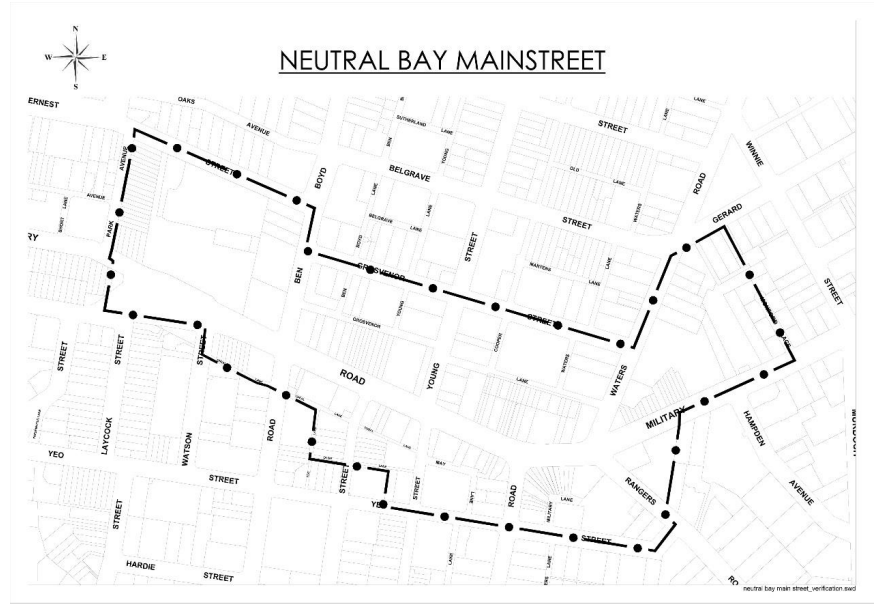


# APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 4 OF 7)



ii) **Neutral Bay Mainstreet Levy** - was established to fund streetscape works within the Neutral Bay business area. In July 2012 Council was granted an ongoing extension of the quantum of this levy. As part of Council's generate rate, this levy is collected and restricted for streetscape works. It consists of a base amount (30%) and an ad valorem amount (at value). Refer to map (over page) showing the boundaries of the applicable area of the approved levy.

	BASE AMOUNT 0%		AD VALOREM			TOTALS
	No.	\$ Values	No.	Cents in \$	\$ Value	\$ Value
Business properties (base \$132.74)	452	59,998	452	0.031941	139,998	199,996



North Sydney Council Operational Plan 2020/21

## APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 5 OF 7)

d) **Domestic Waste Management Charge (DWMC)** - the DWMC charge funds Council's waste and recycling service (red and yellow bins and free clean-up services). The 2020/21 DWMC is will increase by \$4.00 to \$404.00.

Rate paying pensioners that hold a current Pensioner Concession Card and the property is their sole or principal place of residence, may be eligible to receive a rebate.

The rebate for a full year from 1 July to 30 June will be based on 50% of the standard charge for a 80 litre bin annual pick-up service. The eligible pensioner annual charge for 2020/21 is \$202.00 (an increase of \$2.00).

### 1.6.2 OTHER SPECIFIC RATING ISSUES:

- a) Council will, upon registration of a new strata plan or deposited plan, re-rate the property(s) from the date of registration.
- b) Aggregation of rates in accordance with s.548A will apply in the following situations - for all lots categorised as Residential or Business for rating purposes, one separately titled car space and one separately titled utility lot that are in the same ownership as the residential or business lot and are within the same building or strata plan. All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council. An application fee is applicable to all applications for aggregation.
- c) At the end of each month all rate balances will be written off up to a maximum of \$5.00 per assessment and the resulting abandonments shall be incorporated in Council's final accounts.

### 1.7 STORMWATER MANAGEMENT CHARGE (SWMC)

Council is responsible for managing stormwater across the North Sydney LGA. This involves the management and maintenance of over 95km of pipes, many of which were installed in the early 1900s when suburbs were first established. Some of these are now coming to the end of their useful life.

Since 2006, Council has been proactively investigating the condition of the pipe network with CCTV and has discovered that more than 15km is in poor condition and needs replacing. The replacement of these pipes in poor condition will cost about \$22 million. To help fund this work, Council introduced, from 1 July 2014, a SWMC. This charge has been in place in some other NSW councils (including Mosman, Willoughby and the City of Sydney) since 2006.

The charge will be between \$5.00 and \$25.00 per year depending on the property category for rating purposes. The following table outlines the charge structure:

RATING CATEGORY	ANNUAL CHARGE (\$)
Residential (Maximum)	\$25.00
Residential Strata Plan or Company Title (Maximum)	\$12.50
Business (Capped)	\$25.00
Business Strata Plan or Company Title (Capped)	\$5.00

The charge will be dedicated to stormwater management upgrades and will provide approximately \$550,000 additional funding for the stormwater works program.

### 1.8 INTEREST

Council will adopt the maximum rate applicable each year for outstanding rates and the DWMC in accordance with s.566(3) of the Act and its *Financial Management Policy*. Commencing 1 July 2020 to 31 December 2020 the maximum interest rate applicable on overdue rates and charges will be 0%, then 7% per annum for the period 1 January 2021 to 30 June 2021.

### 1.9 GOODS AND SERVICES PROVIDED BY COUNCIL

The goods and services supplied by Council are classified based on the following criteria:

## APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 6 OF 7)

- Preference will be given to firstly to people living within the North Sydney LGA; then to people or groups working within the North Sydney LGA, and then on a "first come first served basis";
- Council must be able to supply that good or service in a cost effective manner; and
- The supply of that good or service could be refused if that person or group was not the intended "target" of that good or service.

Users and consumers of Council's facilities and services can either be located within (local) or outside the LGA (non-local), and/or have a status of being either permanent (12 or more uses per annum) or casual (less than 12 uses per annum).

Council's different types or classes of users are classified as follows :

CLASSIFICATION	TYPE
1. Ratepayers (including pensioners)	1.1 Residential 1.2 Business
2. Residents (including pensioners)	2.1 Ratepayers 2.2 Non-Ratepayers
3. Non-profit Organisations or Groups	3.1 Pre-School (government funded) 3.2 Primary school (government/public) 3.3 Secondary school (government) 3.4 Further education providers e.g. colleges (government) 3.5 Sporting clubs 3.6 Community groups 3.7 Other clubs or groups
4. Profit Orientated Groups	4.1 Pre-school (private) 4.2 Primary school (private) 4.3 Secondary school (private) 4.4 Further education providers (private) 4.5 Commercial sporting clubs 4.6 Other commercial clubs or groups
5. Other	5.1 Visitors 5.2 Others

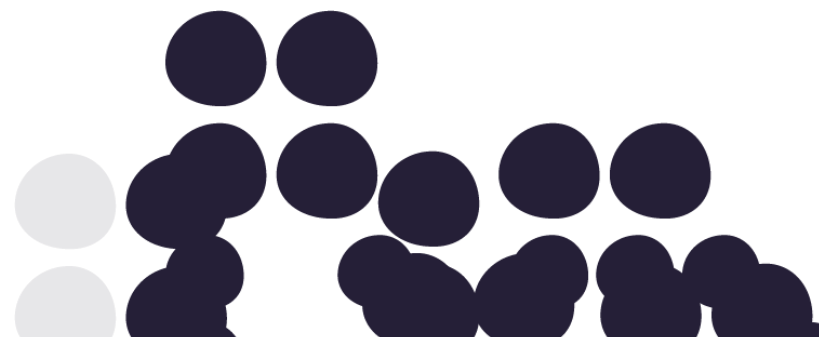
Council's *Fees and Charges Schedule* lists all the adopted fees, available from Council's website.

### 1.10 FINANCIAL HARDSHIP POLICY

Council's *Financial Hardship Policy* complies with s.601 of the Act and covers situations where residential ratepayers believe that they have suffered financial hardship by way of Council utilising a General Revaluation for rating purposes for the first time i.e. hardship caused from the use of new valuations. The policy is available from Council's website.

### 1.11 GOODS AND SERVICE CLASSES

CLASSIFICATION/TYPES	DISCOUNTS APPLY
1. Information/Advice	Yes
2. Halls, Parks and Reserves - Hire	Yes
3. Swimming Pools	Yes
4. Family Day Care	Yes
7. North Sydney Oval Function Centre	Yes
8. Regulatory Functions (including fines)	No
9. Parking - On street - Off street (based on availability)	No Yes



## APPENDIX 1: REVENUE POLICY 2020/21 (PAGE 7 OF 7)

### 2. RESPONSIBILITY/ACCOUNTABILITY

2.1 Council's Manager Revenue Services will review this Policy annually or as required by Council or senior management.

### 3. ADDITIONAL INFORMATION

The following table indicates where additional information relating to this Policy can be found:

INFORMATION	SOURCE
Detailed estimate of Council's income and expenditure	Delivery Program/Operational Plan
Statement indicating each ordinary rate to be levied	Delivery Program/Operational Plan
Statement indicating each proposed fee or charge	Fees and Charges Schedule
Amounts of any proposed borrowings	Resourcing Strategy - Long Term Financial Plan Financial Management Policy



## APPENDIX 2: CAPITAL WORKS PROGRAM 2020/21 (PAGE 1 OF 2)

This table is an extract of Year 3 of the Capital Works Program included in the Delivery Program 2020/21-2021/22, inclusive of the projects to be funded by the rate increase. The projects are ordered by the related Delivery Program/Operational Plan (DP/OP) code.

PROJECT NAME	RESPONSIBLE DIVISION	QBL LINK	RELATED DP/OP CODE	2020/21 (\$)
Parking Enforcement Handheld Infringement Devices Replacement	CIS	SOC	S85 (2.4)	35,000
Community Centres Equipment and Playgrounds	CLS	SOC	4.3.3.05	7,000
Forsyth Park Community Centre Playground	CLS	SOC	4.3.3.05	200,000
Kelly's Place Playground Improvements	CLS	SOC	S136 (4.1)	50,000
Library Books, etc	CLS	SOC	4.3.2.03	432,000
Library Furniture & Fittings Replacement	CLS	SOC	4.3.2.03	10,000
Library Special Collections	CLS	SOC	4.3.2.03	12,000
Local Art Collection Acquisitions	CLS	SOC	4.2.1.02	5,000
Minor Access Works	CLS	SOC	4.3.3.03	50,000
Planet X Equipment and Furniture	CLS	SOC	4.1.2.11	11,000
Stanton Library Masterplan Internal Fitout	CLS	SOC	4.1.2.19	50,000
Banner Flag Poles	EPS	SOC	S74 (2.2)	25,000
Bike Share Infrastructure Program	EPS	SOC	2.3.1.07	20,000
Bike Strategy Priority Route Items	EPS	SOC	2.3.1.03	668,000
Bike Strategy Projects to be established	EPS	SOC	2.3.1.03	100,000
Bollards	EPS	SOC	2.1.1.03	20,000
Bus Shelter Replacement Program	EPS	SOC	S82 (2.2)	60,000
CBD Street Furniture Replacement Program	EPS	SOC	2.2.1.01	25,000
CBD Streetscape Upgrade - NS Public Domain Upgrades	EPS	SOC	2.2.1.03	500,000
Crows Nest Public Domain Masterplan Implementation	EPS	SOC	2.2.1.08	200,000
Drainage Capital Works Program	EPS	SOC	2.1.1.09	2,159,124
Drainage Critical Inlet Program	EPS	SOC	2.1.1.09	50,000
Drainage CWP designs	EPS	SOC	2.1.1.09	120,000
Education Precinct Masterplan Implementation	EPS	SOC	2.2.1.09	150,000
Expansion of Parking Meter Network - Stage 1	EPS	SOC	S86 (2.4)	50,000
Footpath Reconstruction Program	EPS	SOC	2.1.1.07	658,070
GPT Upgrade Program Capital	EPS	SOC	2.1.1.13	250,000
Kerb & Gutter Reconstruction Program	EPS	SOC	2.1.1.06	615,000
LATM Implementation - 7 Zones	EPS	SOC	2.4.1.02	1,000,000
Marine Structures Reconstruction Program	EPS	SOC	2.1.1.13	127,000
Military Road Public Domain Upgrade - B-Line Works	EPS	SOC	2.2.1.04	250,000
Neutral Bay & Cremorne Public Domain Masterplan Projects	EPS	SOC	2.2.1.09	500,000

## APPENDIX 2: CAPITAL WORKS PROGRAM 2020/21 (PAGE 2 OF 2)

PROJECT NAME	RESPONSIBLE DIVISION	QBL LINK	RELATED DP/OP CODE	2020/21 (\$)
North Sydney Olympic Pool Complex Upgrade	EPS	SOC	2.1.6.01	24,000,000
Parking Meter Replacement Program	EPS	SOC	S86 (2.4)	25,000
Pedestrian Crossing Lighting Upgrades	EPS	SOC	2.1.1.17	50,000
Plant Purchases	EPS	SOC	S60 (2.1)	2,110,000
Property Portfolio - Projects to be Established	EPS	SOC	2.1.1.03	900,000
Public Amenities Strategy - Implementation	EPS	SOC	2.2.1.02	100,000
Retaining Wall Reconstruction Program	EPS	SOC	2.1.1.11	530,000
Roads Reconstruction Program	EPS	SOC	S64 (2.1)	3,300,610
Safety Barrier Construction Program	EPS	SOC	2.1.1.14	100,000
Seawall Reconstruction Program	EPS	SOC	2.1.1.12	600,000
Street Furniture Upgrades Village Centres - Parks and Plazas	EPS	SOC	2.2.1.01	150,000
Streetscape Lighting Upgrades - North Sydney Centre	EPS	SOC	2.2.2.03	50,000
Streetscape Lighting Upgrades - Village Centres	EPS	SOC	2.2.2.04	286,074
Timber Fences	EPS	SOC	2.1.1.03	90,000
Anderson Park Plan of Management Implementation	OSE	ENV	1.4.1.19	100,000
Henry Lawson Steps Upgrade	OSE	SOC	1.4.1.13	250,000
Hodgson Lookout Upgrade	OSE	SOC	1.4.1.12	250,000
Kurraba Reserve Entry Road Upgrade	OSE	SOC	1.4.1.15	110,000
Litter Bins Replacement	OSE	SOC	S21 (1.2)	20,000
North Sydney Oval Outdoor Video Screen	OSE	SOC	1.4.1.09	600,000
OSSES Asset Condition report - Remedial work	OSE	SOC	1.4.1.17	200,000
Primrose Park Walking Track Upgrade	OSE	SOC	1.4.1.41	90,000
Smoothie Park Pathway/Access Improvements	OSE	SOC	1.4.1.40	300,000
St Leonards Park - Landscape Masterplan Implementation	OSE	ENV	1.2.1.23	2,200,000
Tunks Park Plan of Management Implementation	OSE	ENV	1.4.1.22	100,000
Various Parks - Fence Construction/Upgrade	OSE	ENV	1.4.1.35	100,000
Various Parks - Park Furniture	OSE	ENV	1.4.1.14	80,000
Various Parks - Park Signs	OSE	ENV	1.4.1.14	30,000
Various Parks - Pathway construction	OSE	ENV	1.4.1.14	200,000
<b>TOTAL</b>				<b>45,330,878</b>



## APPENDIX 3: SUPPORTING STRATEGIES AND PLANS (PAGE 1 OF 3)

SUPPORTING STRATEGY/PLAN	RESPONSIBLE DEPARTMENT	DIRECTION 1: OUR LIVING ENVIRONMENT	DIRECTION 2: OUR BUILT INFRASTRUCTURE	DIRECTION 3: OUR FUTURE PLANNING	DIRECTION 4: OUR SOCIAL VITALITY	DIRECTION 5: OUR CIVIC LEADERSHIP
Art and Cultural Development Plan	Community Development				●	
Asset Management Plan (various asset classes)	Asset Management		●			
Bradfield Park South Masterplan	Landscape Planning and Design	●				
Bushland Plan of Management	Environmental Services	●				
Bushland Rehabilitation Plan (various)	Environmental Services	●				
Coal Loader Centre for Sustainability Business Plan	Environmental Services	●				
Community Engagement Protocol	Integrated Planning and Special Projects					●
Corporate Communications and Visual Standards Manual	Communications and Events					●
Councillor Development Strategy	Governance and Committee Services					●
Councillor Professional Development Plan	Governance and Committee Services					●
Cremorne and Neutral Bay Masterplan	Project Management		●			
Cremorne Reserve Plan of Management	Landscape Planning and Design	●				
Crisis Management Plan	Risk Management					●
Crows Nest Community Centre Plan of Management	Community Development				●	
Crows Nest Masterplan	Project Management		●			
Customer Service Strategy	Customer Services					●
Disability Inclusion Action Plan	Community Development				●	
Economic Development Strategy	Integrated Planning and Special Projects			●		
Education Precinct Masterplan	Strategic Planning			●		
Environmental Sustainability Action Plan	Environmental Services	●				
Equal Employment Opportunity (EEO) Management Plan	Workforce Planning					●
Events Strategy	Communications and Events				●	
External Communications Strategy	Communications and Events					●
Family Day Care Business Plan	Community Development				●	
Family and Children's Services Strategy	Community Development				●	
Homeless Strategy	Community Development				●	
Information and Communication Technology (ICT) Strategy	Information Management					●
Internal Communications Strategy	Communications and Events					●
Kirribilli Neighbourhood Centre Plan of Management	Community Development				●	
Library and Historical Services Strategic Plan	Library Services				●	

## APPENDIX 3: SUPPORTING STRATEGIES AND PLANS (PAGE 2 OF 3)

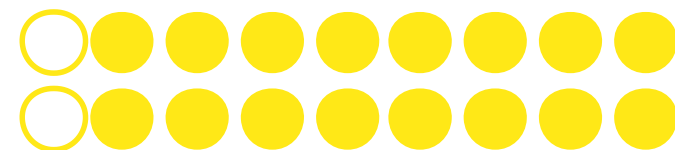
SUPPORTING STRATEGY/PLAN	RESPONSIBLE DEPARTMENT					DIRECTION 1: OUR LIVING ENVIRONMENT	DIRECTION 2: OUR BUILT INFRASTRUCTURE	DIRECTION 3: OUR FUTURE PLANNING	DIRECTION 4: OUR SOCIAL VITALITY	DIRECTION 5: OUR CIVIC LEADERSHIP
Library Services Strategy	Library Services								●	
Local Area Traffic Management Action Plans	Traffic and Transport Operations						●			
Neutral Bay and Cremorne Masterplan	Project Management						●			
North Sydney CBD Marketing and Promotion Strategy	Communications and Events							●		
Homeless Strategy	Community Development								●	
Information and Communication Technology (ICT) Strategy	Information Management									●
Internal Communications Strategy	Communications and Events									●
Kirribilli Neighbourhood Centre Plan of Management	Community Development								●	
Library and Historical Services Strategic Plan	Library Services								●	
Library Services Strategy	Library Services								●	
Local Area Traffic Management Action Plans	Traffic and Transport Operations						●			
Neutral Bay and Cremorne Masterplan	Project Management						●			
North Sydney CBD Marketing and Promotion Strategy	Communications and Events							●		
North Sydney CBD Public Domain Strategy	Strategic Planning							●		
North Sydney Community Centre Plan of Management	Community Development								●	
North Sydney Construction Works Management Strategy	Environment and Building Compliance							●		
North Sydney Council Greenhouse Action Plan and Water Management Plan	Environmental Services					●				
North Sydney Development Control Plan	Strategic Planning							●		
North Sydney Integrated Cycling Strategy	Traffic and Transport Operations						●			
North Sydney Integrated Traffic and Parking Strategy	Traffic and Transport Operations						●			
North Sydney Local Development Strategy	Strategic Planning							●		
North Sydney Local Environmental Plan	Strategic Planning							●		
North Sydney Olympic Pool Marketing Plan	North Sydney Olympic Pool					●				
North Sydney Oval Business Plan	North Sydney Oval					●				
North Sydney Oval Plan of Management	North Sydney Oval					●				
North Sydney Smart City Strategy	Economic Development							●		
North Sydney Transport Strategy	Traffic and Transport Operations						●			
North Sydney Visitor Economy Strategy	Economic Development							●		
Older Persons Plan	Community Development								●	
Primrose Park Arts and Craft Centre Plan of Management	Community Development								●	
Privacy Management Plan	Document Management Services									●
Public Amenities Strategy	Property Assets						●			

99

North Sydney Council Operational Plan 2020/21

# APPENDIX 3: SUPPORTING STRATEGIES AND PLANS (PAGE 3 OF 3)

SUPPORTING STRATEGY/PLAN	RESPONSIBLE DEPARTMENT	DIRECTION 1: OUR LIVING ENVIRONMENT	DIRECTION 2: OUR BUILT INFRASTRUCTURE	DIRECTION 3: OUR FUTURE PLANNING	DIRECTION 4: OUR SOCIAL VITALITY	DIRECTION 5: OUR CIVIC LEADERSHIP
Public Domain Style Manual and Design Codes	Engineering Infrastructure		●			
Recordkeeping Plan of Management	Document Management Services					●
Retention and Disposal of Records Strategy	Document Management Services					●
Road Safety Action Plan	Traffic and Transport Operations		●			
St Leonards Masterplan	Project Management		●			
St Leonards Park Plan of Management	Landscape Planning and Design	●				
Stanton Library Masterplan	Library Services				●	
Sydney Metro Planning Study	Strategic Planning			●		
Transport Strategy	Strategic Planning			●		
Urban Forest Strategy	Parks and Reserves	●				
Young Peoples Strategy	Community Development				●	





This plan reflects our intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

View the document online at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)

For further information phone 9936 8100 or email [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

Draft exhibited - June 2020

Artwork credit: Jonathon, BM. Shore School  
(Part of the Community Strategic Plan Review Phase 1 engagement program)



### **9.3. Amended Resourcing Strategy**

**AUTHOR:** Jenny Gleeson, Manager Integrated Planning & Special Projects  
Darren Goode, Manager Accounting Services

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

**ATTACHMENTS:**

1. Resourcing Strategy 2018/19 - 2027/28 [**9.3.1** - 88 pages]

**PURPOSE:**

The purpose of this report is to seek Council endorsement to place the amended Resourcing Strategy on public exhibition for a minimum of 28 days, concurrent with the *Draft Operational Plan and Budget 2020/21*.

**EXECUTIVE SUMMARY:**

In accordance with statutory requirements, in preparing the *Draft 2020/21 Operational Plan & Budget*, the Long Term Financial Plan component of Council's *Resourcing Strategy 2018-2028* has been updated.

In June 2018 Council resolved to operate under Scenario 3 of the Long Term Financial Plan (LTFP), therefore only adopted 'preferred scenario' (Scenario 3) has been updated inclusive of the following key changes:

- the partially approved Special Rate Variation (SRV), i.e. three years duration effective from 1 July 2019;
- revised funding required for the NSOP complex redevelopment, including loan borrowings; and
- projected COVID-19 impacts, including a reduction to the 2020/21 Capital Works Program.

Two additional scenarios (referred to as 3B and 3C) have been modelled to ascertain the financial impact of the COVID-19 pandemic lasting for a shorter and a longer period than that assumed under Scenario 3 (now referred to as 3A).

The key updates, reported via the Governance & Finance Committee in February 2020 and June 2020 respectively, have been incorporated in Attachment 1.

The purpose of the public exhibition is to inform the community of the updated LTFP modelling and invite submissions. It is not to seek community feedback on the financial scenarios, as Council is operating under Scenario 3 as previously resolved and within the SRV approval from IPART. Therefore, Scenarios 1 and 2 have not been updated.

**FINANCIAL IMPLICATIONS:**

The LTFP has been prepared in accordance with the *OLG Integrated Planning and Reporting*

*Guidelines.* The LTFP has been reviewed, taking into account known changes to the previously implemented assumptions.

**RECOMMENDATION:**

**1. THAT** Council endorse the Amended Resourcing Strategy, to be placed on public exhibition for 28 days, concurrent with the Draft 2020/21 Operational Plan & Budget.

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

### 5. Our Civic Leadership

#### 5.1 Council leads the strategic direction of North Sydney

## BACKGROUND

Council is required to update the Long Term Financial Plan (LTFP) component of its *Resourcing Strategy* annually, as part of the development of the annual Operational Plan; and it must be reviewed in detail as part of the four yearly review of the Community Strategic Plan, with the latter to commence in September 2021 after the next local government elections.

Section 403 of the Act requires NSW councils to have a long-term Resourcing Strategy (minimum of 10 years) to achieve the objectives established by the Community Strategic Plan. As its name suggests, each of the elements of Council's Resourcing Strategy plays a role in resourcing the achievement of the *Delivery Program* (and annual *Operational Plan*), as well as Council's other strategic plans developed to support the achievement of the *North Sydney Community Strategic Plan 2018-2028*.

The LTFP must include the following statutory requirements:

- projected income statement, balance sheet, cash flow statement and equity statement;
- planning assumptions used to develop the plan;
- sensitivity analysis - highlights factors/assumptions most likely to affect the plan;
- financial modelling for three different scenarios; and
- methods of monitoring financial performance.

The following summary details the Council resolutions concerning the Resourcing Strategy:

Council at its meeting of 7 May 2018 (Min. No. 134) resolved to place the *Draft Resourcing Strategy 2018/19-2027/28* on public exhibition for 28 days, and that a further report be prepared at the end of the closing period for submissions.

Following public exhibition from 10 May to 7 June 2018, on 25 June 2018 the Council resolved (Min. No. 182) to adopt the *Resourcing Strategy 2018/19-2027/28*, inclusive of Scenario 3, as the preferred Financial Scenario.

On 29 October 2018, Council resolved in part (Min. No. 366) that *the Amended Resourcing Strategy* inclusive of reduced Special Rate Variation (SRV) duration under Scenarios 2 and 3, from 7 to 5 years, *the Amended Delivery Program and the Draft Revenue Policy 2019/20* be endorsed for public exhibition from 1 November 2018 to 16 January 2019; and that the engagement outcomes be reported to the first Council meeting of 2019 for Council to determine whether to proceed with submitting an application to IPART for a SRV and minimum rate increase effective from 2019/20.

On 29 January 2019, Council resolved in part (Min. No. 10) that Council proceed with submitting a combined application for an SRV and minimum rate increase to IPART, in



accordance with preferred Scenario 3, for an SRV and minimum rate increase of 7% per annum for five (5) years effective from the commencement of the 2019/20 financial year; and that the Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3.

On 13 May 2019, IPART announced partial approval of Council's 2019/20 SRV application, granting three years duration instead of the requested five years, effective from 1 July 2019.

On 26 August 2019, Council resolved in part (Min. No. 237):

*2. THAT the long-term financial plan be amended and reported back to Council incorporating a total budget of \$57.9 million for the redevelopment of the North Sydney Olympic Pool in line with the proposed breakdown of funding sources identified in the Financial Implications section of this report (EPS01).*

On 24 February 2020, Council resolved in part (Min. No. 18):

*8. THAT Council adopt the updated Long Term Financial Plan as per Attachment 1 and 2 of report GF04 to the Committee and it be included in the amended Resourcing Strategy, to be placed on public exhibition concurrently with the Draft Operational Plan & Budget 2020/21.*

The progress update reported in February 2020 advised of key amendments relating to the impact of IPART's partial SRV approval under Scenario 3 and the North Sydney Olympic Pool (NSOP) complex redevelopment costs.

On 1 June 2020, the Governance & Finance Committee resolved to recommend:

- 1. THAT the updated Scenario 3 Appendix of the Long Term Financial Plan (Attachment 1 of this report) be endorsed for inclusion in the amended Resourcing Strategy.*
- 2. THAT the draft 2020/21 budget be noted (as detailed in Attachment 2).*
- 3. THAT the expenditure reductions totalling \$3.8 million to the 2020/21 Capital Works Program be endorsed (as detailed in Attachment 3).*
- 4. THAT the draft 2020/21 Capital Works Program (Attachment 4 of this report) be endorsed for inclusion in the Draft 2020/21 Operational Plan & Budget.*
- 5. THAT the Committee support all of the above for inclusion in the Draft Integrated Planning and Reporting documents and be put to the Council meeting of 22 June 2020 for endorsement prior to public exhibition.*

The further adjustments to the LTFP predominantly relate to the impacts of COVID-19 and reductions/deferrals within the Capital Works Program as a result.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## DETAIL

Scenarios 1 and 2 have been superseded, as the Council has resolved to operate under Scenario 3 inclusive of the partially approved SRV. This has therefore become the base case and sensitivity modelling has now been included around this preferred scenario.

### COVID-19 Financial Impacts

The impact of the COVID-19 pandemic on revenue has been modelled to continue for the first half of 2020/21. This has necessitated a \$7.9 million reduction to forecast revenue for the year compared to that originally allowed for in the previous version of the Resourcing Strategy. The revenue streams most significantly impacted are:

- On-street parking \$3,805,000;
- Property rental \$1,090,000;
- Off-street parking \$852,000;
- North Sydney Olympic Pool fees \$584,000;
- Parking fines (net of processing costs) \$394,000;
- Outdoor Seating rental fees \$390,000;
- North Sydney Oval Function Centre takings \$326,000;
- Parks Hire fees \$266,000; and
- Shop Inspection fees \$105,000.

To partially mitigate the impact on revenue, funding allocated to the capital expenditure program in 2020/21 has been reduced by \$3.8 million. The projects affected are:

<b>Projects Affected</b>	<b>Original Allocation</b>	<b>Reduction</b>	<b>Final Allocation</b>
Bradfield Park South Masterplan Implementation	\$1,000,000	\$1,000,000	Nil
North Sydney Oval Resurfacing	\$500,000	\$500,000	Nil
Stanton Library Masterplan Implementation	\$550,000	\$500,000	\$50,000
Bike Projects	\$1,190,000	\$402,000	\$788,000
Drainage reconstruction	\$2,489,124	\$330,000	\$2,159,124
Marine Structures reconstruction	\$450,000	\$323,000	\$127,000
Retaining Wall reconstruction	\$720,200	\$190,200	\$530,000
Kerb & Gutter reconstruction	\$800,000	\$185,000	\$615,000
Footpath reconstruction	\$800,000	\$141,930	\$658,070
Seawall reconstruction	\$700,000	\$100,000	\$600,000
Minor Access Works	\$150,000	\$100,000	\$50,000
Bike racks for sports fields	\$30,000	\$30,000	Nil
Banner flag poles	\$50,000	\$25,000	\$25,000
New naming signs for sports fields	\$20,000	\$20,000	Nil

It is anticipated that there will be sufficient funds available in Council's internal reserves to continue with the remainder of the 2020/21 capital works program. However, the aforementioned impacts of the pandemic on revenue will reduce the funds available for capital projects/programs in subsequent years.

On 1 June 2020, the Governance & Finance Committee resolved to recommend that the above expenditure reductions to the 2020/21 Capital Works Program totalling \$3.85 million be endorsed. These reductions have been reflected in Attachment 1 and correspondingly in the *Draft 2020/21 Operational Plan & Budget* (Item 9.2).

### **North Sydney Olympic Pool Complex Redevelopment Costs**

Council was advised at its meeting of 26 August 2019 of the proposed breakdown of the funding sources for the NSOP complex redevelopment; and resolved that the LTFP be updated incorporating a total budget of \$57.9 million.

Accordingly, the updated LTFP includes an allocation of this amount for the project, funded from:

- \$28 million of borrowings (an increase of \$7.5m from the previous version of the LTFP);
- \$14.9 million from Council's Olympic Pool Redevelopment Reserve (including the 2019/20 budget allocation);
- \$10 million Federal Government contribution (committed); and
- \$5 million State Government contribution/grant funding.

In February 2020 it was proposed that the loan be obtained through the NSW Treasury Corporation (TCorp) or a major bank. Loan options have been obtained and reported separately to Council (via Item GF06). On 1 June 2020, the Governance & Finance Committee resolved to recommend that a further report be provided to the Council in due course.

The LTFP has been modelled on the assumption that borrowings will be at 2.6% p.a., fixed for 20 years with semi-annual repayments.

### **Updated Scenario 3**

The COVID-19 pandemic has had a significant impact on Council's revenue in the final four months of 2019/20. Operating revenue for the year was forecast to fall by \$6.6 million (approximately 5%). Scenario 3A of the plan (formerly Scenario 3) assumes that the pandemic will continue to impact operating revenue for the first half of 2020/21 before returning to normal in the second half of the year.

Two additional scenarios (referred to as 3B and 3C) have been modelled to ascertain the financial impact of the pandemic lasting for a shorter and a longer period than that assumed under Scenario 3A. Scenario 3B, takes an optimistic approach and assumes that the financial impact of the pandemic will continue only until the end of the September quarter of 2020/21. Scenario 3C, takes a more conservative approach and assumes that the financial impact of the pandemic will continue for the whole of 2020/21.

The following table provides a summary of the forecast net operating result for 2020/21 both including and excluding capital grants and contributions under all three scenarios.

	<b>Scenario 3A (\$'000)</b>	<b>Scenario 3B (\$'000)</b>	<b>Scenario 3C (\$'000)</b>
Net Operating Surplus/(Deficit)	2,614	6,290	(4,837)
Net Operating Surplus/(Deficit) before Capital Grants and Contributions	(2,436)	1,240	(9,887)

As disclosed in Appendix 2 of the plan, under Scenario 3A, which assumes that the impact of COVID-19 continues until the end of the December quarter, a net operating surplus of \$2.6 million is forecast for 2020/21. Excluding capital grants and contributions, a deficit of \$2.4 million is forecast.

Should the impact of COVID-19 last only until the end of the September quarter, as assumed under Scenario 3B, the net operating surplus is forecast to improve to \$6.3 million. Excluding capital grants and contributions, a surplus of \$1.2 million is forecast. This scenario would increase the level of funds available for capital projects in subsequent years of the plan.

Should the impact of COVID-19 last for the entire 2020/21 financial year, as assumed under Scenario 3C, the net operating result is forecast to deteriorate to a deficit of \$4.8 million. Excluding capital grants and contributions, a deficit of \$9.9 million is forecast. This scenario would significantly reduce the amount of funds available for capital projects in subsequent years of the plan.

### **Other Amendments**

In addition to the amendments arising from the financial impact of the pandemic, a number of other amendments have been made to the 2020/21 budget and forward estimates. Those that have the most significant impact on the Resourcing Strategy are:

- an increase in developer contributions revenue \$3 million to \$5 million in 2020/21 and a reduction from \$5 million to \$4 million for the remainder of the Resourcing Strategy;
- a \$957,000 increase in revenue arising from the introduction of new fees for Development Application Compliance and Fire Safety Compliance;
- an increase in revenue from the Domestic Waste Management charge of \$779,000 to reflect the \$4 increase in the charge per service (the previous version of the strategy assumed no increase in the charge);
- a \$452,000 increase in revenue from advertising on Council infrastructure based on actual historical trends;
- a \$288,000 increase in revenue from New Year's Eve ticket sales;
- a \$324,000 increase in costs associated with New Year's Eve; and
- a reduction of \$500,00 in election costs due to the postponement of the 2020 Council election to 2021.

The NSW local government industry financial indicators disclosed in the Resourcing Strategy have been updated to reflect 2018/19 actual results and amended projections for the remaining life of the Long Term Financial Plan.

The following table summarises the proposed amendments reflected in Attachment 1, as advised in February 2020 and May 2020 respectively:

No.	Section	Reason for Proposed Change
1	General Manager's Foreword	<ul style="list-style-type: none"> <li>Updated to reflect IPART partial SRV approval.</li> </ul>
2	Executive Summary	<ul style="list-style-type: none"> <li>Reference to Scenario 3 updated to reflect partial SRV approval i.e. duration reduced from five to three years.</li> </ul>
3	Current Financial Position	<ul style="list-style-type: none"> <li>2018/19 end of year result added.</li> <li>Available working capital updated as at 2018/19 year end.</li> <li>Reference to SRV updated.</li> <li>NSW local government industry indicators/graphs updated reflecting 2018/19 actuals and 2019/20 projected.</li> </ul>
4	Planning Assumptions	<ul style="list-style-type: none"> <li>Income Assumptions updated to reflect partial SRV approval i.e. duration reduced from five to three years.</li> <li>2020/21 rate peg set at 2.6%, this does not affect Year 3 of the LTFP (Year 2 of the SRV period) as the approved SRV of 7% per annum for the period 2019/20 to 2021/22 is inclusive of the annual rate peg).</li> <li>The rate peg forecast remains at 2.5% for future years in accordance with the most recent advice from OLG (November 2018).</li> <li>Interest on investments updated for period 2019/20 to 2021/22, from 2.7% to 2.5% due to forecast lower rates of return.</li> <li>Borrowing Costs updated to reflect additional loan requirements for NSOP complex redevelopment.</li> <li>Other expenses re Street Lighting updated, 2019/20 to 2021/22, changed from 3% to 2.5%, and 2022/23 to 2027/28 changed from 4% to 3% due to anticipated savings arising from the conversion to LED lighting.</li> </ul>
	Appendix 4	<ul style="list-style-type: none"> <li>Scenario 3 income statement, balance sheet, cash flow statement and equity statement updated to reflect all of the above amendments.</li> </ul>

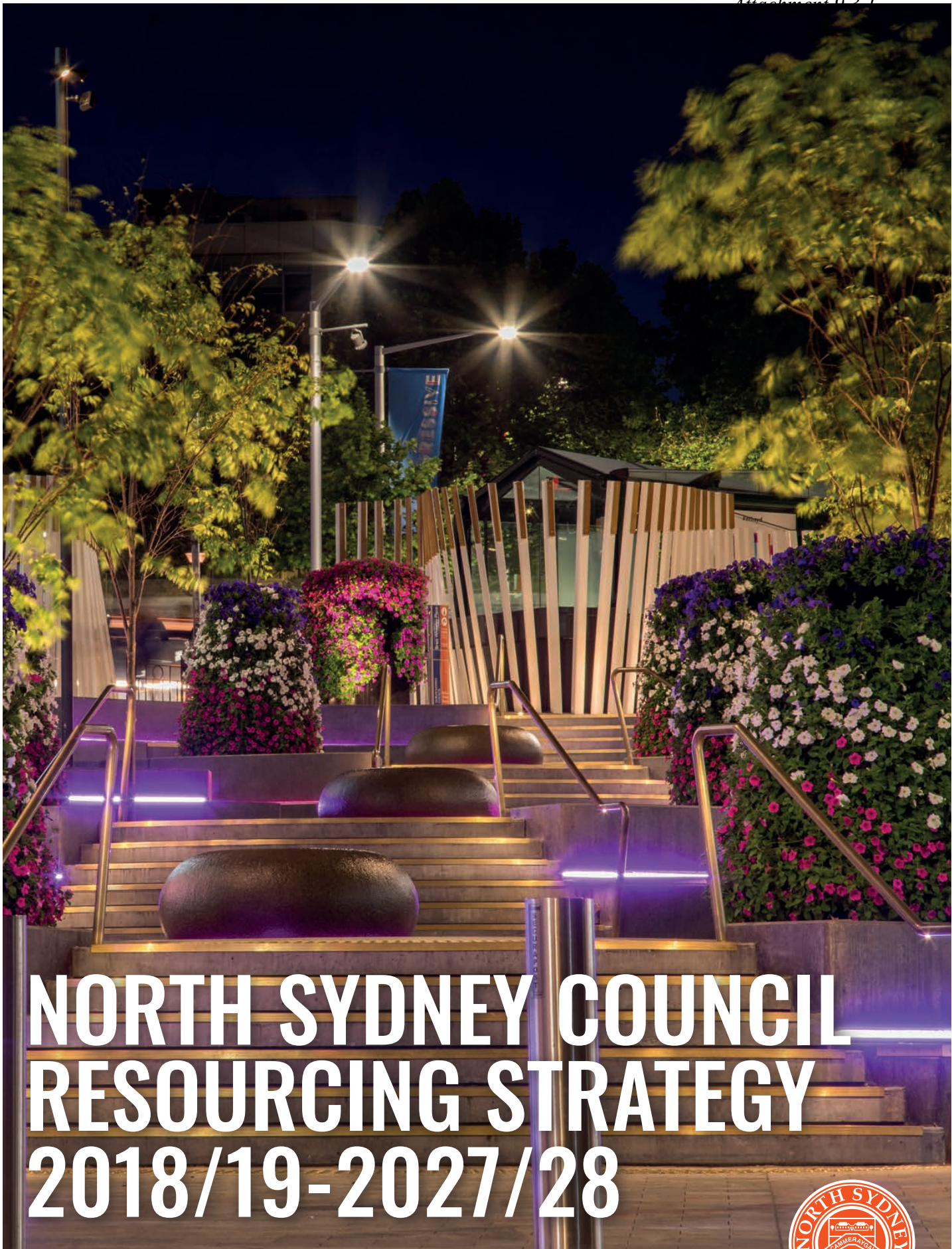
## 2. Public Exhibition

In accordance with past practice, where substantive amendments to the *Resourcing Strategy* are required, the amended plan will be exhibited for a minimum 28 days.

The purpose of the public exhibition is to inform the community of the impact of the updated LTFP modelling and invite submissions. It is not to seek community feedback on the financial scenarios, as Council is operating under Scenario 3 as previously resolved and within the SRV approval from IPART.

It is proposed that public exhibition of the amended *Resourcing Strategy* be undertaken concurrently with the *Draft Operational Plan and Budget 2020/21*, as per past years. Community feedback will be invited during the public exhibition period.

Following the close of the exhibition period a further report will be presented to Council detailing any recommended amendments to the final plan, based on submissions received.



# NORTH SYDNEY COUNCIL RESOURCING STRATEGY 2018/19-2027/28

progressive *vibrant* diverse



Council's Resourcing Strategy has been prepared in-house in accordance with Integrated Planning and Reporting Framework requirements.

This plan reflects our intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

For further information contact Council's Manager Integrated Planning and Special Projects.

North Sydney Council  
200 Miller Street  
North Sydney NSW 2060  
Telephone (02) 9936 8100  
Facsimile (02) 9936 8177  
Email [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)  
Website [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)

Adopted 25 June 2018  
Amended October 2018  
Re-adopted 29 January 2019  
Amended June 2020

# CONTENTS

General Manager's Foreword .....	4
<b>EXECUTIVE SUMMARY</b> .....	5
<b>INTRODUCTION</b> .....	10
North Sydney Profile .....	11
Elected Members .....	12
Organisational Structure .....	13
<b>LONG TERM FINANCIAL PLAN 2018/19-2027/28</b> .....	14
Overview .....	15
Current Financial Position .....	16
Planning Assumptions .....	21
Sensitivity Analysis .....	29
Financial Scenarios (Modelling) .....	30
Monitoring and Evaluation .....	33
<b>ASSET MANAGEMENT STRATEGY 2018/19-2027/28</b> .....	34
Overview .....	35
Current Asset Analysis .....	40
Planning Assumptions .....	49
Gaps and Future Needs (Improvement Plan) .....	53
Resourcing .....	60
Monitoring and Evaluation .....	61
<b>WORKFORCE MANAGEMENT STRATEGY 2018/19-2020/21</b> .....	62
Overview .....	63
Current Workforce Analysis.....	64
Planning Assumptions .....	71
Gaps and Future Needs (Improvement Plan) .....	73
Resourcing .....	76
Monitoring and Evaluation .....	77
<b>APPENDIX</b>	
Appendix 1: Asset Management Policy .....	78
Appendix 2: 10 Year Financial Model - Scenario 3A .....	80



## GENERAL MANAGER'S FOREWORD

This Resourcing Strategy is one of Council's most significant documents. It details the assets, finances and people we need to achieve the desired outcomes of the *North Sydney Community Strategic Plan 2018-2028* and Council's *Delivery Program 2018/19-2021/22*.

In June 2018 the Council resolved to operate under its preferred scenario (Scenario 3) inclusive of special rate variation that was approved by IPART and commenced from Year 2 of this plan. This enables Council to continue to address its infrastructure backlog, continue to deliver the high level of services demanded by the community, and provides capacity to expand services and facilities to meet growth and changing demands.

The Resourcing Strategy is reviewed in conjunction with preparation of the annual Operational Plan. Council operates in a dynamic environment and our activities are influenced, and sometimes constrained, by changes in the wider economic, political and cultural landscapes. To ensure financial sustainability, Council needs to retain the capacity to absorb or manage unexpected changes in the broader environment in which it operates.

While we acknowledge the impact COVID-19 has had on our local businesses and the community at large, Council is not isolated from the economic impacts. Council rapidly responded with a significant business support package, despite incurring substantial losses in doing so. We need to be mindful of Council's limited resources and the impact of COVID-19 responses on the organisation's capacity to maintain infrastructure and its long term financial sustainability. In order to manage the financial impact on our revenue deficit we have had to make difficult decisions and reduce costs.

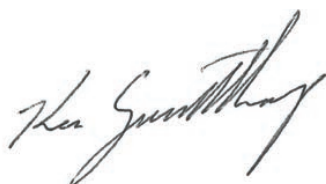
The Long Term Financial Plan (LTFP) component has been updated in conjunction with preparation of the *2020/21 Operational Plan & Budget*, inclusive of the following:

- the partial special rate variation and minimum rate increase approval;
- additional funding required for the NSOP complex redevelopment; and
- a reduction in projected income from the COVID-19 pandemic.

To better guide Council's budgeting post COVID-19, the plan includes three scenarios:

- Planned (A) - models COVID-19 impacts for 6 months (detailed in Appendix 2);
- Optimistic (B) - models COVID-19 impacts for 3 months i.e. requiring less reductions to the Capital Works Program than Scenario A; and
- Conservative (C) - models COVID-19 impacts for 12 months i.e. requiring further reductions to the Capital Works Program in future years than Scenario A.

The revised scope of the NSOP complex redevelopment project constitutes a significant change to the LTFP modelling, therefore in accordance with Council's principles of 'open government' the Strategy is to be re-exhibited.



Ken Gouldthorp  
GENERAL MANAGER

## EXECUTIVE SUMMARY

Authority for council functions in NSW comes from the *Local Government Act 1993* (The Act). The Act classifies council functions as services, regulatory, ancillary, revenue, administrative and enforcement. Councils have a broad discretion in the services they provide and the way they provide them. The Act makes councils directly accountable to their residents and ratepayers.

Local councils are required to undertake their planning and reporting activities in accordance with the Act and the *Local Government (General) Regulation 2005* (the Regulation). Councils are required to plan effectively for future sustainability through longer-term planning - by developing an integrated suite of medium to long term plans, publishing these and reviewing progress annually. The community and the State then have the best information available to judge progress against the plan, and local governments can make necessary adjustments.

The *North Sydney Community Strategic Plan 2018-2028* sits at the top of North Sydney Council's planning, reporting and decision making framework. It outlines the community's shared vision for its future, by providing a vehicle for expressing the long-term community aspirations. However, these will not be achieved without sufficient resources - time, money, assets and people - to actually carry them out.

Council's *Delivery Program 2018/19-2021/22* and this *Resourcing Strategy* is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the *Community Strategic Plan*. Some strategies are clearly the responsibility of Council, while some are the responsibility of other levels of government and some will rely on input from community groups or individuals.

The *Resourcing Strategy* focuses in detail on matters that are the responsibility of North Sydney Council and looks generally at matters that are the responsibility of others. The *Resourcing Strategy* provides an opportunity to quantify Council's contribution to the achievement of the community's shared vision.

The *Resourcing Strategy* consists of interrelated and interdependent medium to long term strategies, in three key areas:

- financial planning;
- asset management planning; and
- workforce management planning.

The three components have been prepared concurrently. Cross referencing and adjustment of each component has been required as the development of each plan progressed, this will continue into the implementation phase of the plans.

### LEVELS OF SERVICE

Identification of the community's desired levels of service is one of the most important aspects in the development of the *Community Strategic Plan* and *Resourcing Strategy*. Council used its periodic *Customer Satisfaction Survey* to assist with this discussion in addition to specific consultations with target groups and distribution of a Discussion Paper highlighting key local issues. The survey indicates both resident and business opinions and priorities. Pages 78 to 79 detail the findings of the 2016 survey, detailing resident and business relative importance of services as well as satisfaction with services.

The *Community Strategic Plan* outlines the community's aspirations for North Sydney. Council consulted widely in developing the plan with residents, businesses, ratepayers, community groups and other stakeholders. At every stage of the consultation, the community made it clear that it has high expectations of Council services and infrastructure. The community indicated that they do not want a reduction in current service delivery levels.

## IMPLEMENTATION

Council's internal IPR Working Group will oversee the implementation of this strategy. The Group will periodically report against progress and an Asset Management Sub Committee (or steering group) will oversee the implementation of Council's Asset Management Plans.

Each component of the *Resourcing Strategy* is detailed below:

## LONG TERM FINANCIAL PLAN 2018/19-2027/28

Council's *Long Term Financial Plan* (LTFP) is a 10-year plan, which is reviewed and updated annually. It enables Council to better understand and plan its long term financial requirements. The plan includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

## FINANCIAL SUSTAINABILITY

As with all levels of government, there has been a growing increase in community expectations and demand for transparency. Council adopted an 'open government' approach back in the 1980s and has actively had open dialogue with the community to manage expectations and optimise service delivery.

Council has long operated from a position of financial sustainability and has, over many years, consistently achieved an operating surplus. The overall objective of this plan is to ensure that Council remains a financially viable and sustainable organisation. Council's adopted integrated approach to its planning, reporting and decision making enables a better understanding of its long term financial position.

## SCENARIO PLANNING

Council resolved to operate under its 'preferred' scenario (referred to as Scenario 3) on 25 June 2018. Between November 2018 and January 2019, Council conducted extensive community consultation regarding the proposed special rate variation (SRV) required under this scenario. In January 2019, following consideration of the consultation outcomes, Council resolved to apply for the SRV. On 13 May 2019, Council's application was partially approved by IPART, granting a three year increase effective from 1 July 2019 (Year 2 of this plan), inclusive of a minimum rate increase.

In preparing the *Draft 2020/21 Operational Plan & Budget*, the LTFP has been updated, inclusive of the following key amendments:

- the partial SRV approval - which required a change in modelling;
- additional funding required for the North Sydney Olympic Pool (NSOP) complex redevelopment; and
- the projected financial impacts from the COVID-19 pandemic resulting in reduced income.

To better guide Council's budgeting post COVID-19, the Sensitivity Analysis has been updated to include three scenarios:

- A. Planned - models COVID-19 impacts for 6 months (detailed in Appendix 2);
- B. Optimistic - models COVID-19 impacts for 3 months i.e. requiring less reductions to the Capital Works Program than Scenario A; and
- C. Conservative - models COVID-19 impacts for 12 months i.e. requiring further reductions to the Capital Works Program in future years than Scenario A.

The plan details the assumptions underpinning each scenario, which include asset management and maintenance and workforce structure projections, as well as the financial outcomes over a 10-year period. The assumptions are correct as at the time of publication. The next full review of the *Resourcing Strategy* will occur following the next local government election, which are scheduled for September 2021.

Council will use the indicators outlined in this plan to measure its financial performance. These indicators are used by the Office of Local Government (OLG) in its annual publication on comparative information of NSW councils. This means the measures are both transparent and comparable.

### LINKS TO THE COMMUNITY STRATEGIC PLAN

This plan is seeking to maximise efficiency in financial planning and management through addressing some of the key challenges and priorities in the *Community Strategic Plan*, as outlined in the following table, while other outcomes will in turn be indirectly helped by improved financial planning and management practices.

DIRECTION	OUTCOME	STRATEGY
5 Our Civic Leadership	5.1 Our Civic Leadership	5.1.4 Manage funding and resources effectively to achieve community outcomes
		5.1.5 Explore new funding sources and revenue

### ASSET MANAGEMENT STRATEGY 2018/19-2027/28

Council's *Asset Management Strategy* has been prepared to assist Council in improving the way it delivers services from infrastructure. Council's infrastructure assets have a replacement value of approximately \$1.1 billion as at 30 June 2018 (\$964 million as at 30 June 2017)<sup>1</sup>. The purpose of this strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future;
- that its asset management policies are being achieved; and
- that existing asset management practices integrate with the *Community Strategic Plan*.

### COUNCIL'S ASSETS

The following table provides an overview of Council's asset classes and current total replacement value as at 30 June 2018. Detailed information about each asset class is outlined within Council's *Asset Management Plans*, which are available from the Council's website.

ASSET CLASS	REPLACEMENT COST 2017/18 (\$)
Open Space and Recreation Facilities	12,308,602
Depreciable land improvements	22,102,776
Footpaths	91,425,235
Other Infrastructure	222,388,027
Roads	323,244,341
Stormwater Drainage	196,432,897
Buildings	204,841,324
Swimming Pools	22,472,003
Investment Properties	97,740,000
Public Art	2,217,098
<b>TOTAL</b>	<b>1,195,712,303</b>

<sup>1</sup> Note 9a Audited Financial Statements 30 June 2018. Excludes land, non-depreciable and miscellaneous assets.

## ASSET MANAGEMENT IMPROVEMENT

The strategy has been prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with the community's vision as outlined in the *Community Strategic Plan*. An Improvement Plan is outlined, detailing a program of tasks to be completed as well as the timeline that these tasks are expected to be completed by. The Improvement Plan will be periodically reviewed and re-prioritised to match the available resources within Council's *Delivery Program* and *Long Term Financial Plan*.

Council's *Asset Management Plans* will be periodically reviewed. While these plans will produce information for a 20-year horizon, the identification of how renewals are to be funded can allow for considered community consultation regarding desired service levels, capacity to pay, risk consequences and links with the *Long Term Financial Plan*.

## LINKS TO THE COMMUNITY STRATEGIC PLAN

This strategy, by seeking to maximise efficiency in asset management, addresses some of the key challenges and priorities in the *Community Strategic Plan*, as outlined in the following table, while other outcomes will be in turn indirectly helped by improved asset management practices.

DIRECTION	OUTCOME	STRATEGY
2 Our Built Infrastructure	2.1 Infrastructure and assets meet community needs	2.1.1 Expand and adapt existing infrastructure to meet future needs
		2.1.2 Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets

## WORKFORCE MANAGEMENT STRATEGY 2018/19-2020/21

Council's *Workforce Management Strategy* will help guide organisational development, while providing a safe, supportive and stimulating work environment for all employees. While there are human resource challenges ahead - including an ageing workforce, the need for work-life balance and retaining quality employees - there are also many opportunities to improve and grow as an organisation. A committed and engaged workforce will result in improved organisational outcome, ultimately better service delivery and facilities for the community.

The key strategic challenges addressed by the strategy include:

## COMMUNITY EXPECTATIONS AND ASPIRATIONS

All government organisations, especially local government, are faced with meeting the challenge of rising community expectations. The North Sydney community expects Council to be an efficient, effective and transparent organisation; one that is ethically committed to its employees and its community and to deliver a high level of discretionary services. Council is faced with the challenge of doing more with less in terms of financial resources, and needs to ensure that the functions performed by Council are aligned with quality of life and sense of community of current and future generations.

## STAFFING

Australia as a nation is faced with challenge of an ageing workforce. North Sydney Council is no different; a significant number of employees across the organisation are reaching retirement age. Council must ensure it has strong succession plans in place to make sure it is able to adequately resource the organisation and have in place robust programs to ensure that the transfer of corporate knowledge occurs. Council is also faced with the challenge of retaining and recruiting some core professions. Council needs to ensure it has in place effective programs and processes to retain and reward its employees in line with market trends as well as attract new generations of workers. Council also needs to ensure it has career development plans in place to allow up-skilling of existing employees.

Council must respond quickly and comprehensively to address these challenges, by ensuring we have strategies in place that account for the diversity of our workforce and to ensure the ongoing sustainability of our workforce into the future.

**WORKFORCE PLANNING IMPROVEMENT PLAN**

An Improvement Plan has been prepared. These improvement items are prioritised, considering economic factors and current resources as presented on pages 49 to 52. The plan will be periodically reviewed and re-prioritised to match the available resources.

**LINKS TO THE COMMUNITY STRATEGIC PLAN**

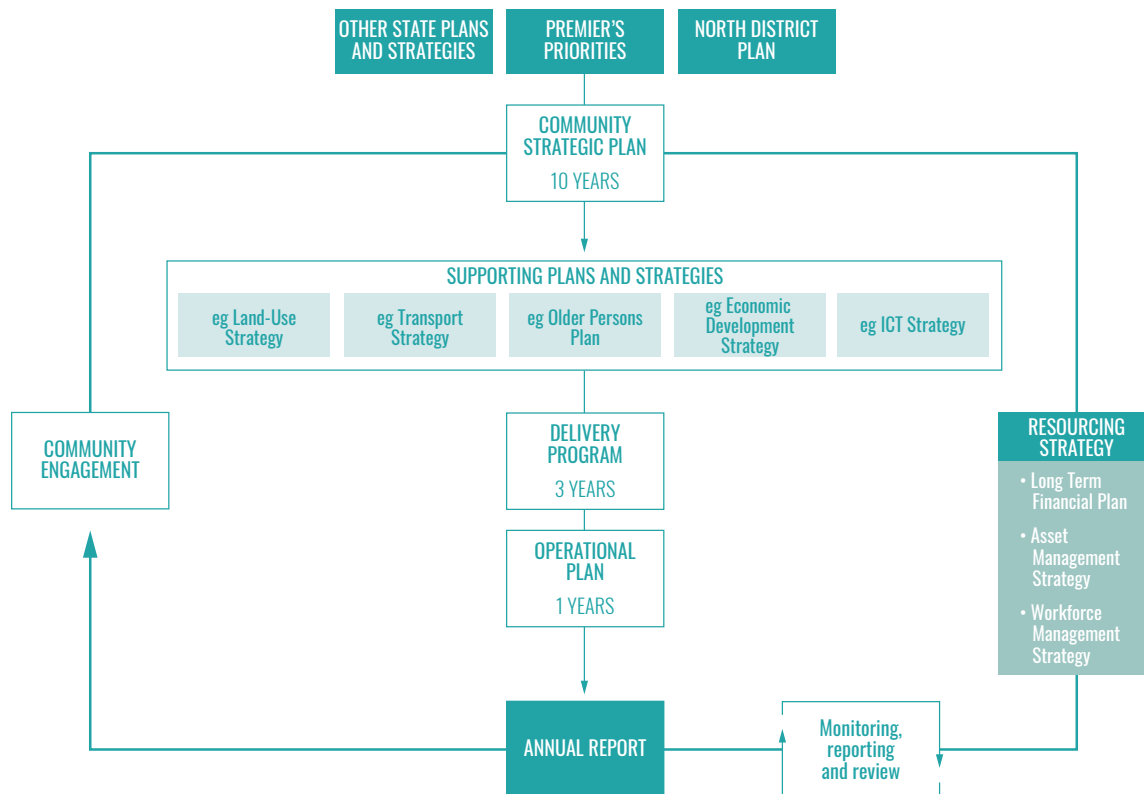
This strategy, by seeking to maximise efficiency in Council’s organisational structure and human resource management the strategy specifically addresses some of the key challenges and priorities in the Community Strategic Plan as outlined in the following table, while other outcomes will be in turn indirectly helped by improved human resource policies and practices.

DIRECTION	OUTCOME	STRATEGY
5 Our Civic Leadership	5.5 Council is an employer of choice	5.5.1 Attract, develop and retain highly skilled staff and provide a safe workplace
		5.5.2 Help Council divisions fulfil their workforce needs



## INTRODUCTION

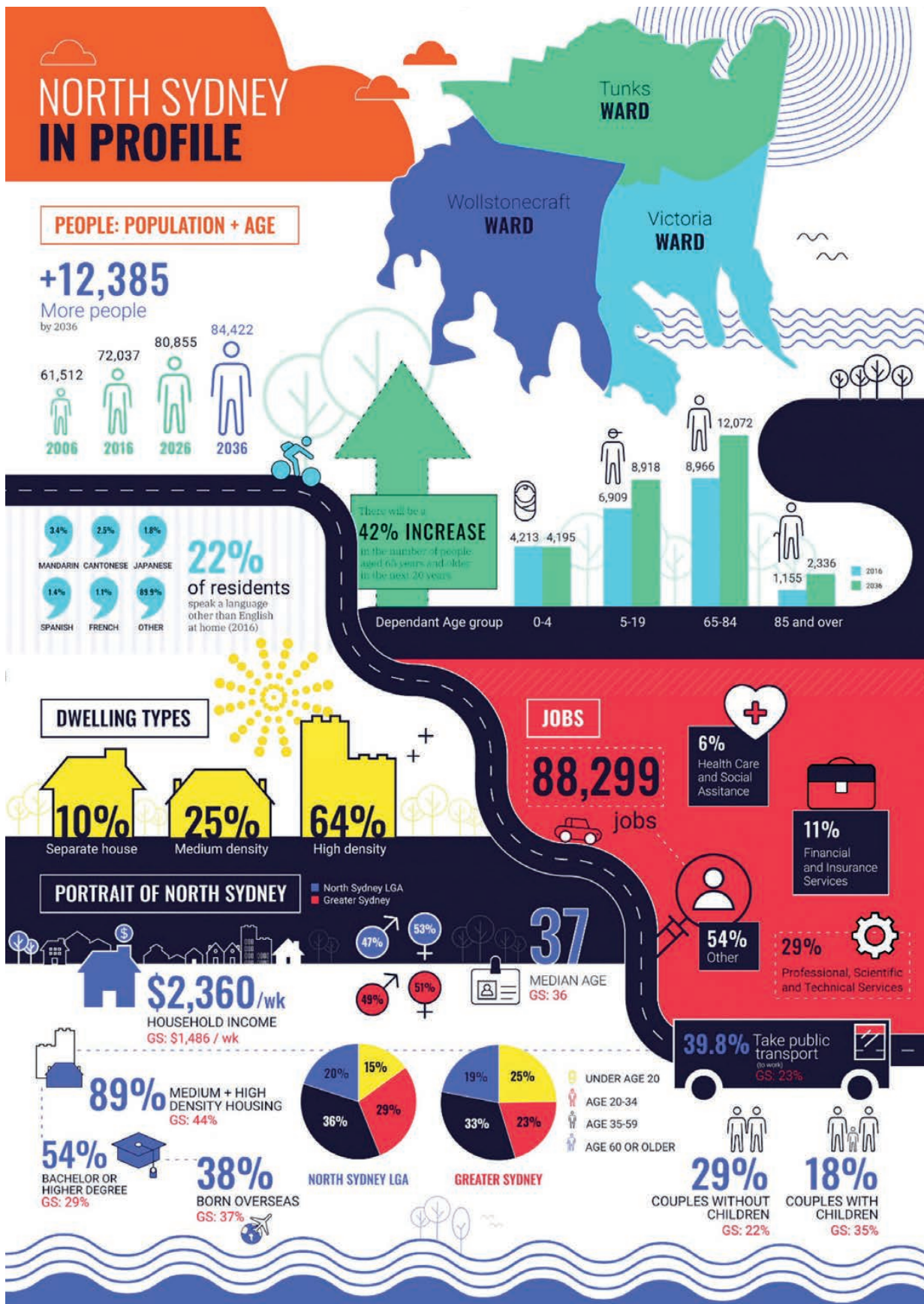
In accordance with Integrated Planning and Reporting (IPR) requirements councils are required to draw together their various plans, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.



The North Sydney *Community Strategic Plan 2018/19-2027/28* provides a mechanism for expressing long term community aspirations. However, these aspirations can only be achieved if sufficient resources - time, money, assets and people - are allocated. Council through its *Delivery Program 2018/19-2021/22* outlines how the objectives of the *Community Strategic Plan* will be implemented through strategies and actions during its term of office. Implementation will be within the resources available under the accompanying long term Resourcing Strategy. The *Local Government Amendment (Planning and Reporting) Act 2009* (No. 67) requires councils to have a long term strategy (called its resourcing strategy) for the provision of the resources required to implement the strategies established by the *Community Strategic Plan* that council is responsible for.

The *Resourcing Strategy* is the critical link between the *North Sydney Community Strategic Plan 2018-2028* and the *Delivery Program 2018/19-2021/22*, detailing the provision of resources required to implement strategies established by the long term vision. The *Resourcing Strategy* focuses on long term strategies in three key areas - financial planning; asset management planning; and workforce management planning.

Council's internal IPR Working Group will oversee the implementation of this strategy. The Group will periodically report against progress and the Asset Management Working Group will oversee the implementation of the *Asset Management Improvement Plan*.





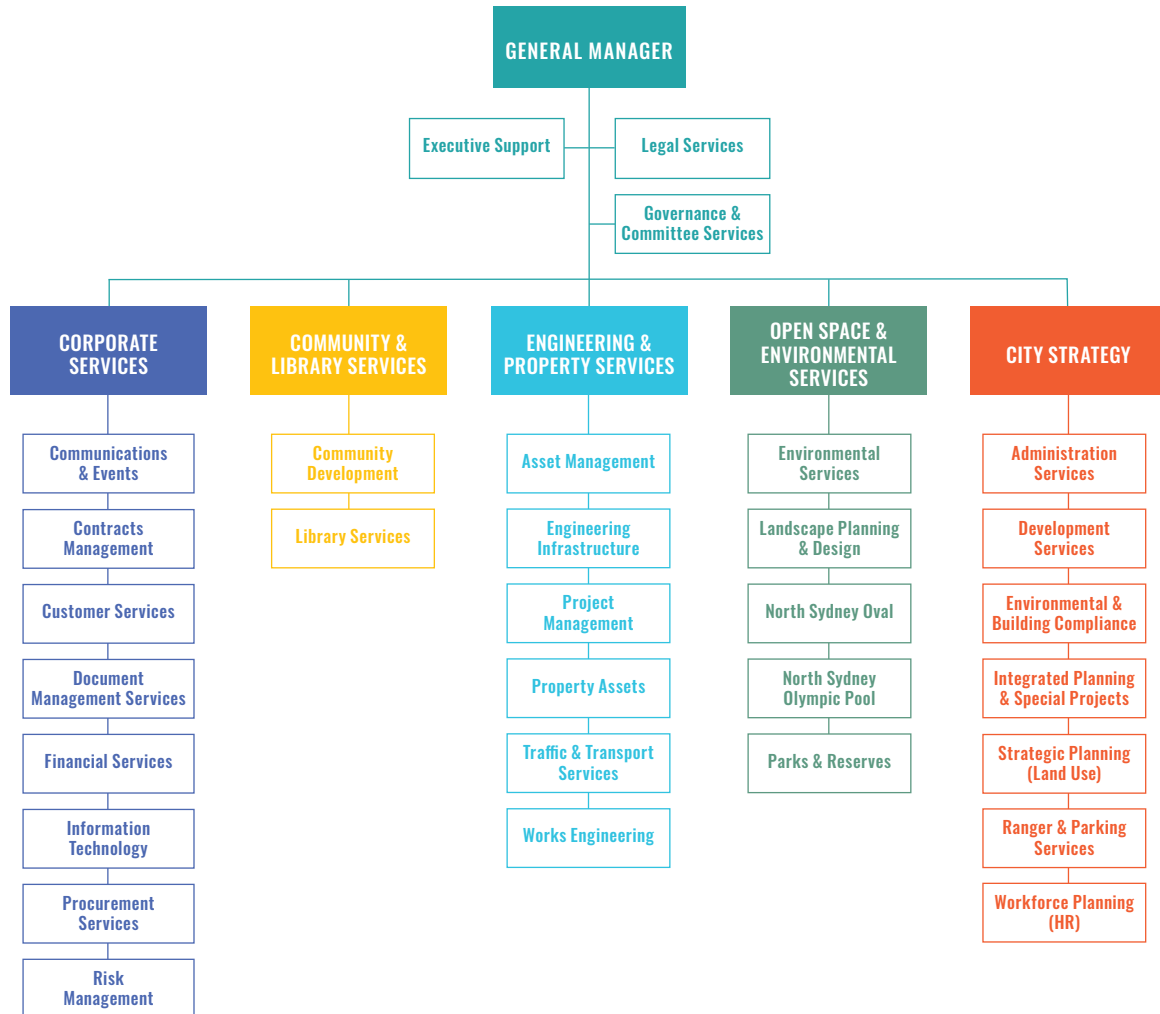
## ELECTED MEMBERS

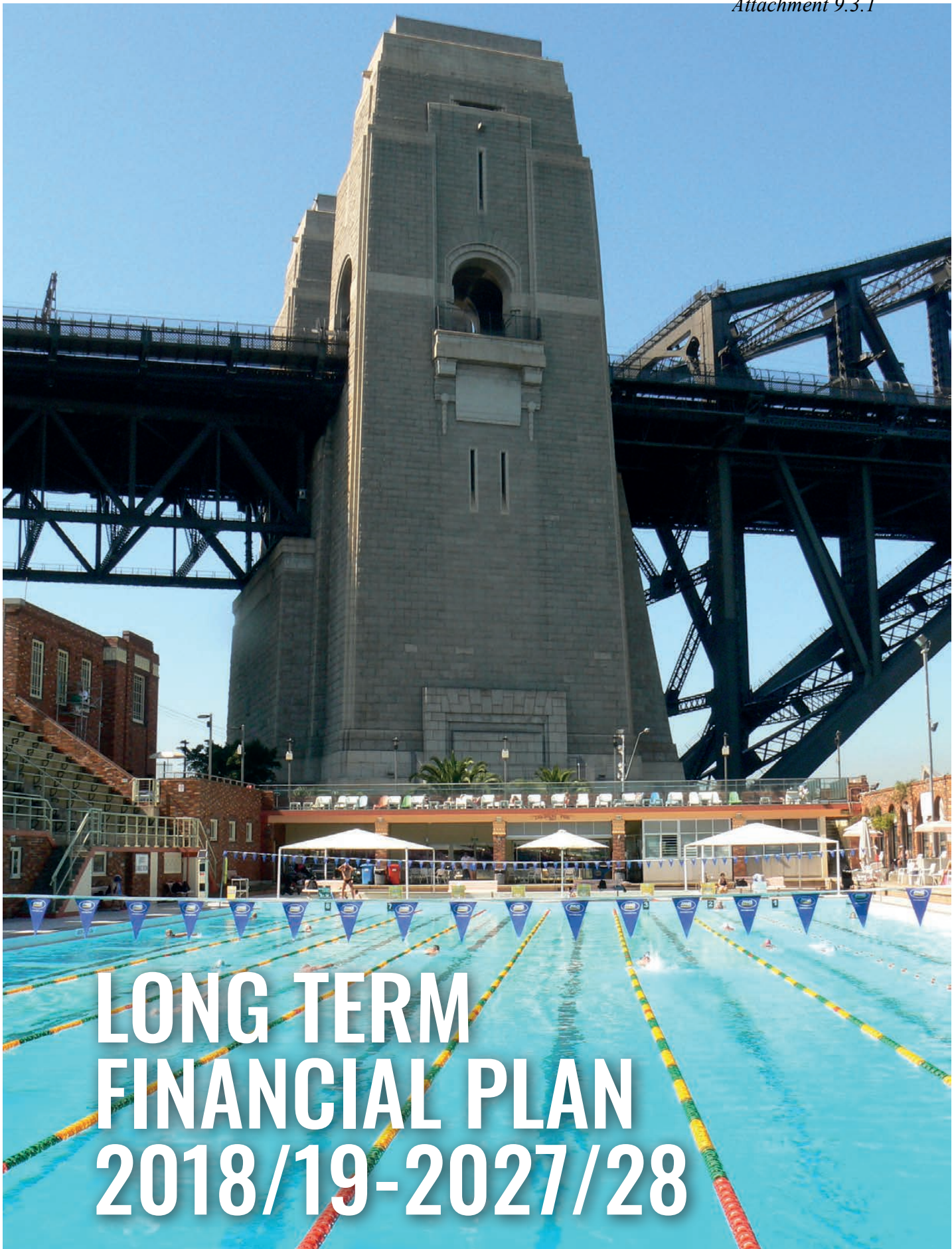


Left to right - back row: Cr Samuel Gunning, Cr Zoë Baker, Cr MaryAnn Beregi, Cr Stephen Barbour, Cr Ian Mutton; front row: Cr Kathy Brodie, Cr Alanya Drummond, Major Jilly Gibson, Cr Jessica Keen and Cr Tony Carr.

# ORGANISATIONAL STRUCTURE

North Sydney Council is constituted under the *Local Government Act 1993*. Council consists of five divisions as well as the General Manager's Office which are responsible for the implementing the *Delivery Program* and annual *Operational Plan*.





# LONG TERM FINANCIAL PLAN 2018/19-2027/28

## OVERVIEW

Council's *Long Term Financial Plan 2018/19-2027/28* is a decision making tool. It is governed by a series of financial strategies and accompanying performance indicators that Council considers and adopts. It is not intended to be a document that specifically indicates what services/projects should receive funding; rather it addresses the impact of the Council's ability to fund its services and capital works, whilst living within its means i.e. ensuring financial sustainability. It establishes the financial framework upon which sound financial decisions are made.

Council's *Long Term Financial Plan* is underpinned by its *Financial Management Policy* and *Asset Management Policy*. The policy outlines Council's guiding principles when preparing the plan and its ongoing financial sustainability. In order to live sustainably, the Council has to look into the future and provide future generations with a sustainable infrastructure and environment without the burden of excessive debt.

The plan seeks to answer four key questions:

- can we survive the pressures of the future?
- what are the opportunities for future income and economic growth?
- can we afford what the community wants?
- how can we go about achieving these outcomes?

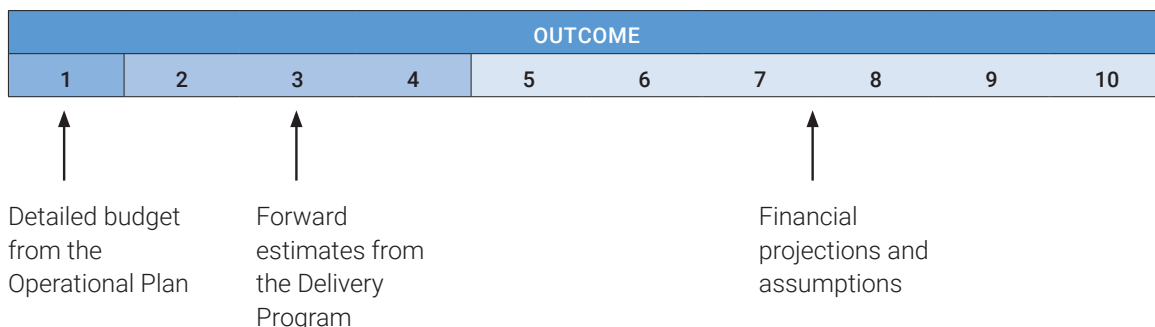
The plan includes:

- planning assumptions used to develop the plan;
- projected income statement, balance sheet, equity statement and cash flow statement;
- sensitivity analysis (factors/assumptions most likely to affect the plan);
- modelling for different scenarios (planned/optimistic/conservative); and
- methods of monitoring financial performance.

The plan intends to achieve the following objectives of the 10-year time frame:

- maintain existing service levels;
- maintain a strong cash position;
- maintain a balanced budget position after allowing for transfers to/from reserves;
- maintain a sufficient employee leave entitlement cash reserve based on the age and entitlements of all employees, in accordance with Council's *Workforce Management Strategy*; and
- maintain a capital expenditure program which facilitates the renewal of assets at similar rates to which they are depreciating.

The longer the planning horizon, the more general the plan will be in the later years, i.e. it is not expected that the tenth year of the plan will include specific detail. As decisions are made more detail can be added to the plan. The following diagram illustrates the relationships and integration within the Framework:



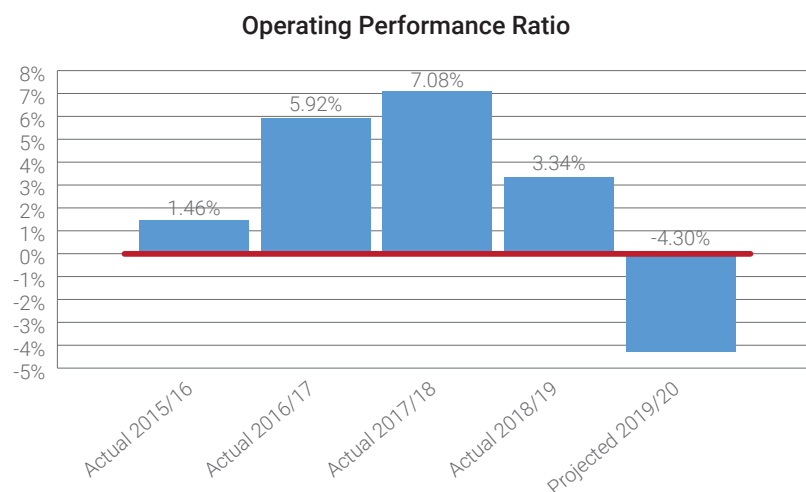
## CURRENT FINANCIAL POSITION

As at 30 June 2019, Council's financial position was sound, with total net assets of \$1.16 billion, including cash and investments of \$87.2 million, of which \$31.3 million was externally restricted and \$47.7 million was internally restricted. The remaining \$8.2 million was unrestricted.

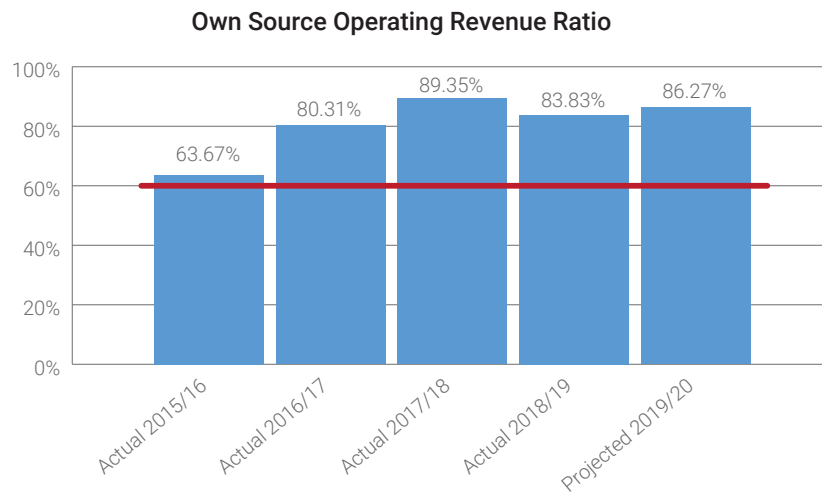
Available working capital was \$2.6 million (\$2.8m at 30 June 2018 and \$3.4 million as at 30 June 2017), a level sufficient to comfortably manage Council's day to day operations and provide a 'buffer' against unforeseen and unbudgeted expenditures after taking into consideration the nature and level of internally restricted reserves.

In terms of the key performance measures, performance has been better than the industry benchmark, however, the long term forecast suggests a deterioration which supports the introduction of the Special Rate Variation (SRV) approved by IPART from 1 July 2019.

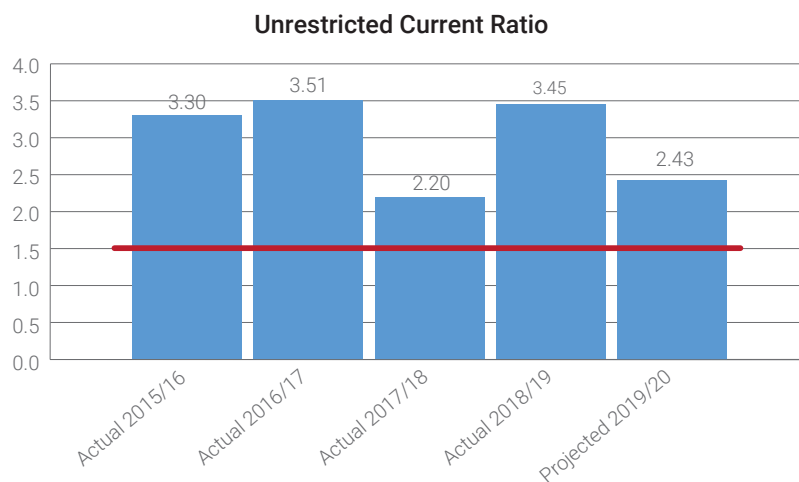
The following graphs provides NSW local government industry indicators for the last four years and projected performance to the year ended 30 June 2020:



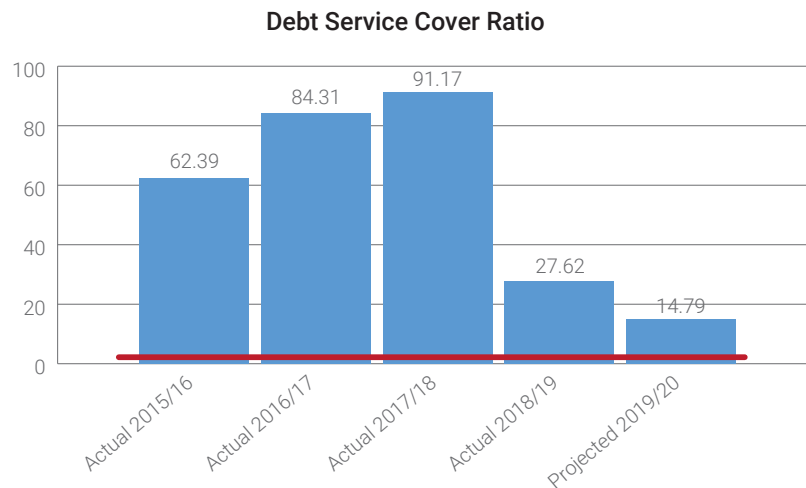
Council's **OPERATING PERFORMANCE RATIO** was better than the benchmark of 0% for the last four years but is forecast to fall below the benchmark in 2019/20 due to the impact of the COVID-19 pandemic on Council's revenue. The operating result before Capital Grants and Contributions is now forecast to be a deficit in 2019/20 and 2020/21 before returning to a surplus for the duration of this plan.



Council's **OWN SOURCE OPERATING REVENUE RATIO** provides a measure of the degree of reliance on external funding sources such as operating grants and contributions. It should be greater than the benchmark of 60% and has been for the last four years and is forecast to be again in 2019/20. This is an indication that Council does not rely heavily on external funding sources.

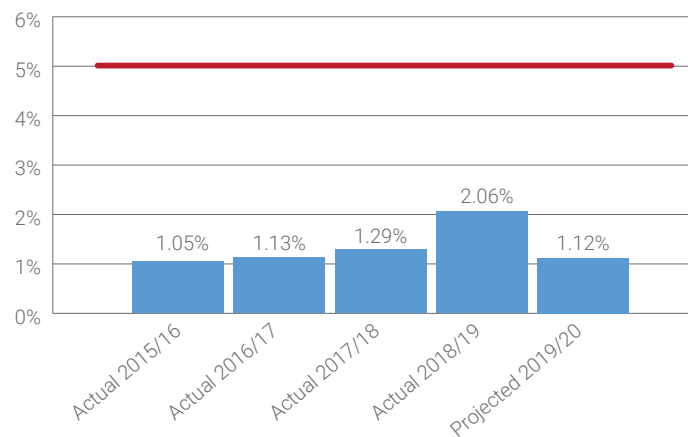


Council's **UNRESTRICTED CURRENT RATIO** should be greater than 1.5x, the benchmark considered satisfactory by the industry. Council's ratio has been above the benchmark for a number of years and is forecast to remain at this level in the short to medium term. This indicates that Council has more than adequate capacity to meet its obligations in the short term for its unrestricted activities.

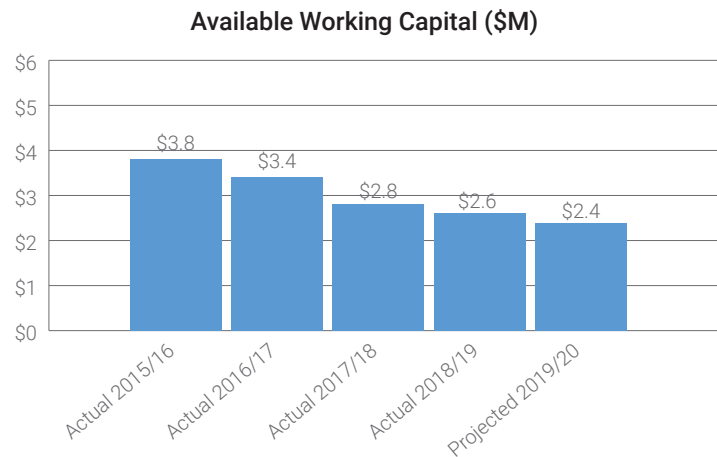


The purpose of the **DEBT SERVICE COVER RATIO** is to assess the impact of loan principle and interest repayments on the organisation's discretionary revenue. Prudent financial management dictates that an organisation should not over commit itself to debts that it cannot service. For a developed council, such as North Sydney, ideally this ratio should be greater than 2.00x. After being debt-free for many years, Council has embarked on a controlled borrowing program to address the need for the renewal or upgrade of some existing infrastructure assets. As a result, this ratio has been above the benchmark since 2015/16 and should remain so over the next 10 years.

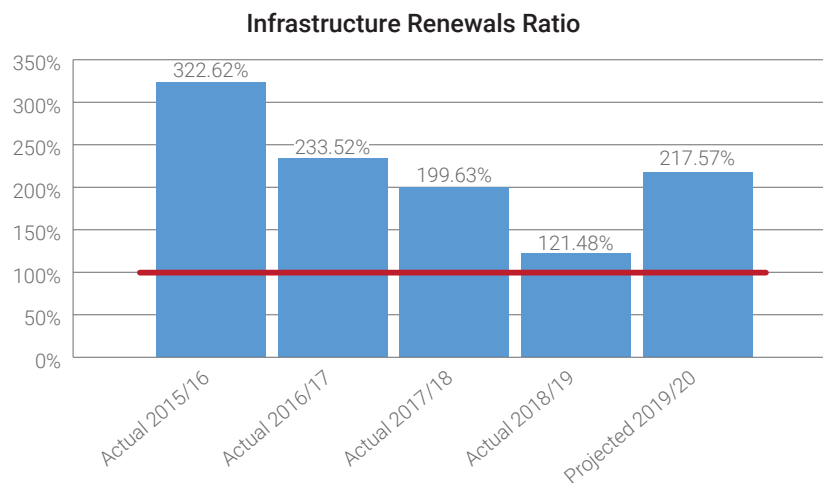
**Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage**



The purpose of the **RATES, ANNUAL CHARGES, INTEREST & EXTRA CHARGES OUTSTANDING PERCENTAGE** is to measure the effectiveness of recovering rates and annual charges owed to Council. It has been around 1% for many years, well below the industry benchmark of 5%, and is forecast to remain at about this level over the next 10 years.



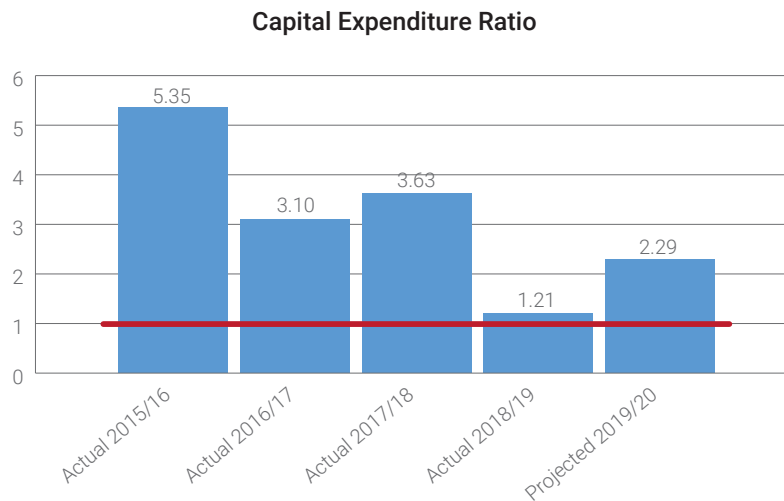
The purpose of the **AVAILABLE WORKING CAPITAL** indicator is to assess the organisation's ability to manage its day to day operations and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and forecast level of internally restricted reserves set aside to fund future works, services and liabilities, Council's available working capital is forecast to be approximately 5% of rates revenue, a level deemed to be adequate.



The purpose of the **INFRASTRUCTURE RENEWAL RATIO** indicator is to measure the extent to which Council is maintaining the condition of its infrastructure assets, either through repairs and maintenance, or the adequacy of its provision to replace those assets as they reach the end of their useful lives. This ratio should be at least 100% and this is the benchmark documented in Council's *Financial Management Policy*.

After being well below this benchmark for a number of years, significant increases in funding for infrastructure renewal during the previous *Delivery Program* has seen it improve to be above the benchmark for the last four years. It is forecast to be well above 100% again in 2019/20. This is a reflection of Council's increased commitment to ensuring that sufficient funds are allocated to the replacement of its ageing infrastructure assets to offset the rate at which they are depreciating.





The purpose of the **CAPITAL EXPENDITURE RATIO** indicator is to measure the extent to which Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets. This ratio has been significantly better than the benchmark of 1.10 for the last four years and is forecast to be again in 2019/20. This is further evidence of Council’s increased commitment to ensuring that sufficient funds are allocated to the replacement and renewal of ageing infrastructure assets, while also maintaining an acceptable level of expenditure on new assets.



## PLANNING ASSUMPTIONS

### GENERAL ASSUMPTIONS

#### POPULATION

The official estimated resident population (ERP) of North Sydney Council area as of 30 June 2016, was 72,037 and it is forecasted to increase at an average rate of 0.80% per annum over the life of this plan. North Sydney's population growth is moderate and the cost of Council's services is not particularly sensitive to population growth of this magnitude. Therefore, it has been assumed that increases in North Sydney's population will not have a material impact on the income and expenditure projections in the plan.

#### GROWTH CAPACITY

North Sydney has the highest residential density in the Sydney metropolitan area after City of Sydney and Waverley Councils.

The results of steady growth have been captured within the long term financial model, but there are two key financial outcomes from investigating some of the historical data. Firstly, growth in rates revenue is negligible; and secondly, developer contributions, resulting from increased construction activity, increases the community's expectation for accelerated capital spending.

#### INFLATION

Changes in inflation will impact both revenue and expenditure assumptions within the plan, consequently, any rate change will not materially alter the net operating result. For scenario planning it has been assumed that the following Consumer Price Index (CPI) percentages will apply.

	2018/19	2019/20	2020/21 - 2027/28
CPI	2.2%	2.5%	2%

#### SUSTAINABILITY

In considering the issue of financial sustainability, the NSW Treasury Corporation (TCorp) and the Office of Local Government (OLG) have established what they consider to be a concise definition, that being:

*A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.<sup>2</sup>*

The following key issues need to be considered when developing the *Long Term Financial Plan*:

- at least breakeven operating positions are essential
- pricing paths are needed for the medium term
- rate increases must meet underlying costs
- asset management planning must be prioritised
- councillor and management capacity must be developed
- improved use of restricted funds
- increased use of debt

<sup>2</sup> Financial Sustainability of the New South Wales Local Government Sector TCorp, April 2013

## INCOME ASSUMPTIONS

### RATES AND ANNUAL CHARGES

As per the comparative information available from OLG, in 2016/17, the average residential rates in the North Sydney LGA were \$751.17 per assessment, while the Group 3 average was \$993.74<sup>3&4</sup>. Whilst the average business rates in the North Sydney LGA were \$3,695.64 per assessment, while the Group 3 average was \$6,351.18.

In summary, North Sydney:

- has the lowest average residential rates amongst Group 3 councils;
- has a high proportion of ratepayers on the minimum rate, as many residents live in high density dwellings;
- has comparatively low business rates;
- has 42% of households earning an income of \$2,500 or greater per week compared to 28.3% for greater Sydney; and
- has less than 1.3% of rates outstanding.

The previous IPART approved SRV, which commenced on 1 July 2012, expired 30 June 2018. This approval was for an annual rate quantum increase of 5.5% cumulative (inclusive of the annual rate peg) and will be part of Council's rating base going forward. Note: the previous SRV did not apply to properties on the minimum rate.

Rates revenue in 2018/19 were increased by 2.76%, inclusive of the 2.3% rate peg and unused permissible income catch-up. An increase of 4% was allocated in 2018/19 for the Domestic Waste Management Charge (DWMC), and whilst it is assumed that there will be modest increases to the DWMC from 2019/20, this will be reviewed annually as this charge is based on cost recovery. Thereafter, for the remaining life of the plan, the following assumptions apply<sup>5</sup>:

SCENARIO		2018/19	2019/20	2020/21 2021/22	2022/23 2027/28
Scenario 3A	Ordinary Rates	2.76%	7%*	7%*	2.5%
	Special Rates	2.76%	7%*	7%*	2.5%
	Annual Charges:				
	DWMC	4%	2%	2%	2%
	SWMC	0%	0%	0%	0%
	S611	2%	2%	2%	2%

\* The percentage increase in 2019/20 to 2023/24 in Scenarios 2 and 3 is inclusive of the rate peg

### USER FEES AND CHARGES

Revenue raised from Council's fees and charges for the provision of services and the use of facilities can be divided into two categories:

- Statutory and Regulatory Fees and Charges - which are set by regulation or another authority (e.g. Development Application fees) and which Council has no discretion to increase; and
- Other Fees and Charges - which are set by Council and which Council has the discretion to increase.

<sup>3&4</sup> In 2015/16, the average residential rates in the North Sydney LGA were \$724.28 per assessment, while the Group 3 average was \$984.35. Average business rates in the North Sydney LGA were \$3,502.07 per assessment, while the Group 3 average is \$5,768.33.

<sup>5</sup> Refer to Office of Local Government Circular No. 17-35

The factors that determine Council's pricing principles are:

- cost recovery, including indirect costs recovery (full or partial);
- market pricing competitiveness (pricing of similar service providers);
- legislative constraints (non-discretionary fees); and
- subsidies (capacity to pay).

The annual review of Council's fees and charges incorporate matters such as the ability to pay, full or partial cost recovery, subsidy levels and market comparisons. Also, consideration is given to those members of the community, who because of their special circumstances may not be able to access the service. These considerations are also reviewed annually and are detailed in a separate report to Council on community grants and subsidies.

The fees and charges that Council has the discretion to change are assessed individually. It has been assumed that revenue from both categories of user charges and fees will increase by the CPI for the remaining life of this plan, as shown in the following table.

	2018/19	2019/20	2020/21 - 2027/28
Statutory and Regulatory Fees	2.2%	2.5%	2%
Other (Discretionary) Fees	2.2%	2.5%	2%

## INTEREST AND INVESTMENT REVENUE

Council has a large investment portfolio that is subject to movements in interest rates. Investments are placed and managed in accordance with Council's adopted *Financial Investment Policy* in compliance with the *Local Government Act 1993*. As a custodian of the community's funds, Council ensures that funds are invested with the appropriate care and due diligence. Council's guiding investment principles are:

- applicable risks;
- any constraints and other prudential requirements having regard to applicable legislation and regulations;
- compliance monitoring and reporting;
- expected level of future returns; and
- appropriate benchmarks for each category of investments.

Council's investment portfolio consists of Term Deposits, Floating Rate Notes (FRNs) and fixed interest deposits. The performance benchmark for all of these investment categories is the 90-day Bank Bill Swap Rate (BBSW). It is Council's expectation that the performance of each investment will be greater than or equal to this benchmark, taking into account its risks, liquidity and other benefits of the investment. The interest rate on investments for the life of this plan is as indicated in the following table:

	2018/19	2019/20	2020/21 - 2027/28
Interest on Investments	2.8%	2.25%	2%
Interest on Overdue Rates and Annual Charges	7.5%	7.5%	7.5%

The funds available in Council's portfolio will also have a bearing on the amount of revenue generated from this income stream in any given year. It is not likely that Council can continue to rely on additional investment income over the life of the plan given the current balance of the portfolio, and the reserves that are identified to be expended.

Funds invested in recent years have been reduced as a result of accelerated capital works program. The reduction in investment income places further funding pressures on Council, which will impact on future annual returns.

Council's policy regarding the interest rate on outstanding rates is to charge the maximum allowable by the OLG. It has been assumed that this will be 7.5% per annum for the life of this plan.

## **OTHER REVENUE**

It has been assumed that revenue in this category will increase by the CPI for the life of this plan, as shown in the following table.

	2018/19	2019/20	2021/22 - 2027/28
Parking Meter Fees	2.2%	2.5%	2%
Property Rental	2.2%	2.5%	2%
Off-Street Car Park Fees	2.2%	2.5%	2%
Outdoor Dining Rental	2.2%	2.5%	2%
Other Revenues	2.2%	2.5%	2%

## **PARKING METER FEES**

Council has been using paid parking to manage and control the demand and utilisation of on-street parking since the mid-1980s. The resulting revenue stream is a significant component of Council's total income. Currently, there are 460 multi-bay parking meters servicing 2,600 paid parking spaces and further expansion is planned over the life of this plan.

Council has upgraded all parking meters to be PCI (credit card) compliant and to improve the overall reliability and serviceability of the meters. This has ensured that compliance rates have improved and that revenue, in particular from the use of credit cards with 'tap and go' capabilities has improved.

## **PROPERTY RENTAL**

Council manages a property portfolio covering commercial, investment, residential and community facilities. The management of the portfolio is outsourced to professional property managers on a long term contract. The property portfolio revenue has been relatively stable and it is anticipated that income growth over the life of the plan will be in line with CPI.

## **OFF-STREET CAR PARK FEES**

Council operates five commercial off-street car parks with a combined capacity of over 1,000 spaces. The number of spaces Council allows for permanent lease is up to approximately 370. Of these, generally between 80% and 90% are currently leased. Car park revenue has been increasing on average 2% to 3% per annum and this rate is to apply over the life of the plan.

## OUTDOOR DINING RENTAL

Outdoor dining was first introduced to the LGA in the mid-1990s. As Council has redeveloped its retail shopping villages the popularity and demand for space grew quite rapidly. There are a total of 186 outdoor dining licences (permits), as at December 2018.

Outdoor licence fees and charges are broken up into high, medium and low rates based on location. Currently high areas include Crows Nest, Kirribilli, North Sydney CBD and Blues Point Road; medium areas include Crows Nest Outdoor Seating, Cremorne, Cammeray, Kirribilli, Neutral Bay and St Leonards; and low areas include all other areas within the LGA. It is expected that licence fees will rise in line with inflation at about 2% to 3% per year, and remain in keeping with rates of the adjoining councils.

## GRANTS - OPERATING AND CAPITAL

Council's *Financial Management Policy* recognises the importance of actively pursuing and maintaining grant funding. Generally, any matching funds required from Council for non-recurrent grants are sourced from the existing level of internally restricted assets (i.e. internal reserves). Future matching of funds is uncertain as the level of reserves are reduced.

The Financial Assistance Grant (FAG) is a general purpose grant. The grant is untied; thus the Council is able to spend the grant according to community priorities. All councils are entitled to a minimum per capita grant, North Sydney Council is one of 19 metropolitan councils that receives the minimum entitlement. The NSW Government policy is to allocate grants, as far as possible, to the councils with the greatest relative needs. North Sydney Council will continue to receive the minimum grant.

An example of a Specific Purpose Grant, Council received in advance its entire allocation of funding under the Federal Government's Roads to Recovery Program up until 30 June 2019. Allocations for 2019/20 onwards have been determined and the program has been extended for another five years, to 30 June 2024. Council has been allocated \$1.2 million.

For the life of this plan, it has been assumed that recurrent grant funding will increase by the CPI, as shown in the following table.

	2018/19	2019/20	2020/21 - 2027/28
Financial Assistance Grant	2.2%	2.5%	2%
Specific Purpose Grants	2.2%	2.5%	2%

## NET GAIN FROM DISPOSAL OF ASSETS

All funds generated from the sale of assets will be directed to assets that offer improved community benefits or are income-producing. Revenue from asset sales will not be directly used to offset recurrent operating expenditure. In effect, gains from asset sales are not available for the continued provision of existing services. It has been assumed that only plant and equipment will be sold and that revenue derived from their gain on disposal, will remain at the current level for the life of this plan.

## EXPENDITURE ASSUMPTIONS

### EMPLOYEE COSTS

One of the largest expenditure assumptions is employee costs; however, changes in employee costs impact both on income and expenditure. Total employee costs are a combination of direct wages and salaries plus overheads that include workers compensation, superannuation, training and advertising. Terminations will impact on the employee entitlements' reserve, employee entitlements' liability as well as recruitment and training costs.

Whilst maintaining the current staffing levels and any new positions identified through the *Delivery Program*, total employment costs have been forecasted to increase by approximately 4.1% per annum (taking into account such factors as Award increases, salary step increases as a result of performance appraisals and employer superannuation liabilities).

From 1 July 2014, the Superannuation Guarantee charge increased to 9.5% and will remain at this rate until 30 June 2021. From 1 July 2021, it will increase by 0.5% each year until it reaches 12%.

The following analysis details what drives Council's employee costs:

- a) Employee Entitlements - as at 30 June 2019, 50% of Council's leave entitlements were funded within the Employee Leave Entitlements Reserve and it has been assumed that this level of funding is more than adequate to cover projected total employee leave liabilities and will not require abnormal cash injections in the short to medium term.
- b) Award Increases - an increase of 2.5% is effective from 1 July 2018 in accordance with *Local Government (State) Award 2017*. It has been assumed that Award increases will be 2.5% in 2019/20, 1.5% in 2020/21 and 2% per annum for the remaining life of the plan.
- c) Salary System - the Award requires that each council establishes a salary system and provides for a system of progression through a salary range. Councils may also make available access to bonus payments or other opportunities for additional reward for those employees who have progressed through the salary system to the maximum point/step for their position. It should be noted that skills and performance progression increases are paid on top of Award increases. Council's salary system has established a series of grades for each position, based on a job evaluation system and market comparisons. Employees are able to progress through their salary grade range in accordance with Award requirements.
- d) Market Competitiveness - Council aims to provide a fair reward system for employees which allows for internal equity and external competitiveness. Council aims to position itself at the 75th percentile of salaries at comparable councils. Council participates in an annual salary survey as detailed in the *Workforce Management Strategy*.
- e) Transport Allowance - In order to attract and retain employees and to encourage use of public transport, Council provides a transport allowance for all employees, from \$1,000.00 to \$2,000.00 per annum.
- f) Workers Compensation Premiums - Council continues to managing its workers compensation and work health and safety expenditure closely. Council has been managing its costs within the low range of 2.5% of wages and salaries.

## BORROWING COSTS

Debt will only be approved where there is an agreed economic, social, or environmental benefit from a project and other sources of funding are not available. As required, borrowing will be undertaken in accordance with Council's *Financial Management Policy*, in that:

- capital cost of infrastructure will be recognised over the period during which the benefits will be enjoyed;
- funds are a resource to fund the replacement and upgrading of existing infrastructure and fund the creation of new infrastructure;
- loan funds will be limited to:
  - the acquisition or enhancement of income producing assets;
  - the construction and/or upgrading of buildings;
  - infrastructure assets that have a life expectancy of greater than 10 years

Council had been debt free for many years until 2015/16 when Council commenced a borrowing program to fund the replacement of parking meters and the redevelopment of the Alexander Street Car Park, Crows Nest. The debt servicing of these loans is sourced from the users of these services.

This plan allows for the additional borrowings of \$28 million to assist in the funding of the redevelopment of North Sydney Olympic Pool complex at Milsons Point.

## MATERIALS AND CONTRACTS

It has been assumed that the costs of materials and contractors will increase by the CPI for the life of the plan, as shown in the following table.

	2018/19	2019/20	2020/21 - 2027/28
Other Materials and Contractors	2.2%	2.5%	2%

Waste and recycling charges increases into the future are uncertain and will be annually adjusted in line with any significant increase.

## DEPRECIATION

It is reasonable to assume that the current replacement costs of Council's assets will continue to increase over time but that their useful lives will remain static. Therefore, as assets are periodically revalued to comply with adopted accounting standards, Council's depreciation expense will increase.

Revaluations reflect replacement costs and asset utilisation. Depreciation must not be understated as this is represented in Council's operating result. A review of the useful lives of Infrastructure assets was conducted during 2017/18 and this resulted in an increase in the depreciations rates to be applied for Year 1 (2018/19).

Depreciation of Council's infrastructure assets is determined from information contained within the *Asset Management Plans* and this is reflected in the three scenarios as well as the *Asset Management Strategy*.



## OTHER EXPENSES

With the exception electricity, street lighting and insurance premiums, it has been assumed that "other" expenses will increase by the CPI for the life of the plan, as shown in the following table.

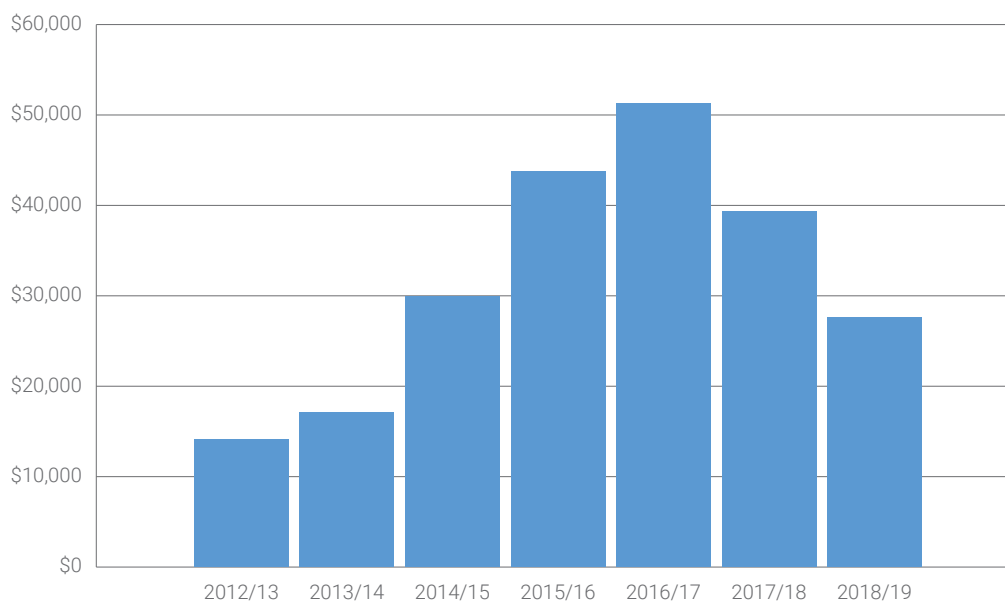
	2018/19	2019/20	2020/21 - 2027/28
Electricity	3%	3.5%	3%
Street Lighting	3%	2.5%	2%
Insurance	3%	3%	3%
Other Expenses	2.2%	2.5%	2%

## CAPITAL EXPENDITURE

Capital expenditure to be outlaid for the renewal of existing infrastructure assets and the acquisition of new infrastructure assets is linked to the amounts required in Council's *Asset Management Strategy*. As these values are recorded in today's dollars in the *Asset Management Strategy*, have been escalated by the forecast increase in the CPI over the life of the plan.

Council has in recent years increased the Capital Works Program as indicated in the following chart. Future programs will be in line with asset consumption rates associated with the depreciation levels.

**Capital Expenditure 2012/13 to 2018/19  
(excluding property & plant purchases)**



## SENSITIVITY ANALYSIS

The *Long Term Financial Plan* has been developed, based on a suite of assumptions informed by independent data. Uncertainty and variations to these assumptions, including interest rate forecasts and inflation fluctuations need to be considered as their impact on the modelling could be significant over the life of the plan. A conservative approach ensures the assumptions provide the least exposure of risk and reduce pressure on achieving attainable operating results, with any surpluses being allocated towards capital projects.

### CONSUMER PRICE INDEX (CPI)

The CPI assumptions are integral to the reliability and integrity of the plan. It is an assumption used on both expenditure and revenue, any change will impact heavily on operating results.

### RATES AND ANNUAL CHARGES

Rates and annual charges comprise approximately 45% of Council's total revenue and thus any variation to the assumptions will have an effect on the ability to adequately fund the delivery of services and projects.

### EMPLOYEE COSTS

Employee costs account for approximately 39% of Council's total expenditure. The uncertainty of future wage claims and increasing employee leave entitlements has an impact on the plan.

### COVID-19 PANDEMIC

The COVID-19 pandemic has had a significant impact on Council's revenue in the final four months of 2019/20. Operating revenue for the year was forecast to fall by \$6.6 million (approximately 5%). Scenario 3A of this plan (formerly Scenario 3) assumes the impact on operating revenue will continue for the first half of 2020/21 before returning to normal in the second half of the year.

Two additional scenarios (referred to as 3B and 3C) have been modelled to ascertain the financial impact of the pandemic lasting for a shorter or longer period than that assumed under Scenario 3A. Scenario 3B, is optimistic, assuming that the financial impact will continue only until the end of the September quarter of 2020/21. Scenario 3C, is more conservative, assuming that the financial impact will continue for the whole of 2020/21.

The following table provides a summary of the forecast net operating result for 2020/21 both including and excluding capital grants and contributions under all three scenarios.

	SCENARIO 3A (\$'000)	SCENARIO 3B (\$'000)	SCENARIO 3C (\$'000)
Net Operating Surplus / (Deficit)	2,614	6,290	(4,837)
Net Operating Surplus / (Deficit) before Capital Grants and Contributions	(2,436)	1,240	(9,887)

As disclosed in Appendix 2 of this plan, under Scenario 3A, which assumes that the impact of COVID-19 continues until the end of the December quarter of 2020/21, a net operating surplus of \$2.6 million is forecast for 2020/21. Excluding capital grants and contributions, a deficit of \$2.4 million is forecast.

Should the impact of COVID-19 last only until the end of the September quarter of 2020/21, as assumed under Scenario 3B, the net operating surplus is forecast to improve to \$6.3 million. Excluding capital grants and contributions, a surplus of \$1.2 million is forecast. This scenario would increase the level of funds available for capital projects in subsequent years of the plan.

Should the impact of COVID-19 last for the entire 2020/21 financial year, as assumed under Scenario 3C, the net operating result is forecast to deteriorate to a deficit of \$4.8 million. Excluding capital grants and contributions, a deficit of \$9.9 million is forecast. This scenario would significantly reduce the amount of funds available for capital projects in subsequent years of the plan.

## FINANCIAL SCENARIOS (MODELLING)

This plan expresses in financial terms the activities that Council proposes to undertake over the short, medium and long term and guides the future strategies and actions of Council to ensure that it continues to operate in a sustainable manner.

Financial strategies or scenarios provide direction and guidance. Including scenarios will assist Council in developing the best plan for Council to meet community expectations.

Council resolved to operate under its 'preferred' scenario (referred to as Scenario 3) on 25 June 2018. Between November 2018 and January 2019, Council conducted extensive community consultation regarding the proposed special rate variation (SRV) required under this scenario. In January 2019, following consideration of the consultation outcomes, Council resolved to apply for the SRV. On 13 May 2019, Council's application was partially approved by IPART, granting a three year increase effective from 1 July 2019 (Year 2 of this plan), inclusive of a minimum rate increase.

This scenario has been updated inclusive of the following key amendments:

- the partial SRV approval - which required a change in modelling (reduction from five to three-years);
- additional funding required for the NSOP complex redevelopment; and
- the projected financial impacts from the COVID-19 pandemic resulting in reduced income.

As outlined in the Sensitivity Analysis, to better guide Council's budgeting post COVID-19, three scenarios have been developed to demonstrate the need to ensure a sustainable operating surplus is essential in meeting community and asset expectations.

SCENARIO	DESCRIPTION
Planned (A)	models COVID-19 impacts for 6 months (detailed below and in Appendix 2)
Optimistic (B)	models COVID-19 impacts for 3 months i.e. requiring less reductions to the Capital Works Program than Scenario A
Conservative (C)	models COVID-19 impacts for 12 months i.e. requiring further reductions to the Capital Works Program in future years than Scenario A.

Scenario 3A models the impact on Council's financial position provided that:

- Existing services are maintained at current levels;
- Operational efficiencies are identified and implemented;
- Infrastructure renewals and other capital expenditure remains at current levels that achieve the Infrastructure Renewals Ratio target of 100%;
- Revenue from rates continues to increase by the annual rate peg (IPART determination) for 2018/19 (Year 1) and the introduction of a 7% SRV inclusive of the rate peg, for three years commencing in 2019/20 (Year 2) until 2021/22 making available \$14.3 million to address infrastructure assets in very poor condition i.e. condition 5 and \$12.8 million to upgrade community facilities.
- Revenue streams are reviewed and additional sources introduced; and
- Proposed borrowings in 2020/21 (Year 3) are adopted to provide funds for the redevelopment of the NSOP complex. The original plan included \$20.5 million borrowings and due to the revised scope of the project (including the need to reconstruct the grandstand) the total proposed loan borrowings is now \$28 million.

Key assumptions are as follows:

**REVENUES**

- The rate peg increase is 2.3% for 2018/19 (Year 1) and a 7% SRV for three years commencing in 2019/20 (Year 2). For the last six years of the plan, the assumed rate peg increase of 2.5% increase applies.
- Annual charges, in particular the Domestic Waste Management Charge (DWMC), reflect reasonable cost recovery of providing the service.
- User Fees and Charges, Other Revenues and Grants and Contributions provided for Operating Purposes are forecast to increase annually by the projected increase in the CPI over the life of the plan. Additional revenue from operational improvements.
- Investment returns are forecast to provide returns in the order of 2.0% to 3.0% over the life of the plan, with additional growth from improving reserve balances.

**EXPENSES**

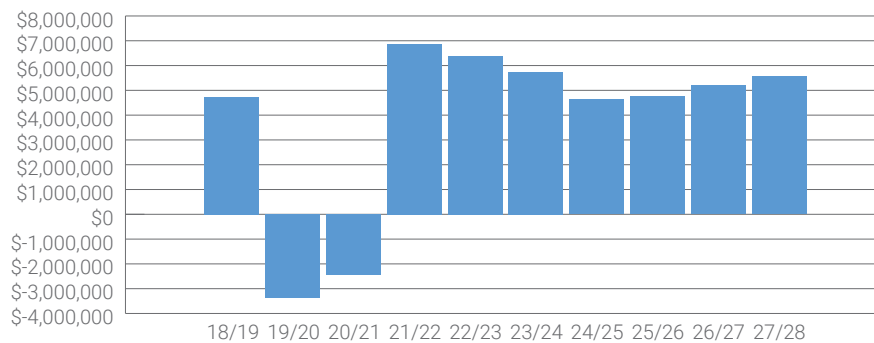
- Employee Benefits and On-Costs are forecast to increase by 2% over the life of the plan.
- Materials and Contracts are forecast to increase annually by the projected increase in the CPI over the life of the plan.
- Service delivery improvements implemented.

**OPERATING POSITION**

A sustainable operating position should preferably reflect a surplus position. This scenario indicates an improving surplus position.

The following chart provides a summary of the Net Operating Result of Scenario 3:

**Net Operating Result (per P&L) before Capital Grants and Contributions - General Fund**



Scenario 3A		Actual	Projected								
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Operating Performance Ratio</b> Benchmark >0%	Snapshot	●	●	●	●	●	●	●	●	●	●
	Actual Ratio	3.34%	-4.30%	-1.29%	5.54%	4.98%	4.34%	3.42%	3.44%	3.66%	3.83%
<b>Own Source Operating Revenue Ratio</b> Benchmark >60%	Snapshot	●	●	●	●	●	●	●	●	●	●
	Actual Ratio	83.83%	86.27%	91.39%	83.03%	92.97%	93.05%	93.31%	93.36%	93.43%	93.48%
<b>Unrestricted Current Ratio</b> Benchmark >1.5X	Snapshot	●	●	●	●	●	●	●	●	●	●
	Actual Ratio	3.45 x	2.43 x	2.53 x	1.72 x	1.98 x	2.10 x	1.97 x	1.88 x	1.82 x	1.86 x
<b>Debt Service Cover Ratio</b> Benchmark >2X	Snapshot	●	●	●	●	●	●	●	●	●	●
	Actual Ratio	27.62 x	14.79 x	10.34 x	10.23 x	10.18 x	10.09 x	9.84 x	10.01 x	10.28 x	10.54 x
<b>Building &amp; Infrastructure Ratio</b> Benchmark >100%	Snapshot	●	●	●	●	●	●	●	●	●	●
	Actual Ratio	121.48%	217.57%	226.08%	306.73%	111.23%	110.03%	121.61%	119.35%	117.12%	114.94%
		●	Within benchmark								
		●	Not within benchmark								

An Infrastructure Renewal Ratio target of 100% over the life of the plan will ensure sufficient commitment to infrastructure renewal, with assets depreciating at the rate they are renewed until 2024/25.

Refer to *Appendix 2* for the projected financial performance including the Income Statement, Balance Sheet, Equity Statement and Cash Flow Statement for Scenario 3A.

## CONCLUSION

Scenario 3A provides the best option available to Council in achieving the desired operating surplus, whilst meeting the community expectations of improvements in community facilities and essential infrastructure. The additional revenue required to ensure a projected long term improvement in the operating result is expected to be generated via rates revenue, in particular, the implementation of a SRV in 2019/20 (Year 2) of the LTFP.

The LTFP modelling not only relies on additional rates revenue but also requires loan borrowings and service delivery savings, the combination of all three elements are necessary for this scenario to be successful.



## MONITORING AND EVALUATION

Council will review the *Long Term Financial Plan* each year as part of the development of the annual *Operational Plan*. The review will include an assessment of the previous year's performance in terms of the accuracy of the projections made in the plan compared to the actual results. Evaluation will include reviewing and amending estimates and scenarios to improve the accuracy of the plan over the longer term.

In addition to monitoring its performance against the plan and the annual budget, Council utilises forecasts of the following key performance indicators to assess its long term financial sustainability:

- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage
- Available Working Capital
- Infrastructure Renewals Ratio
- Capital Expenditure Ratio

During the year, via the Quarterly Budget Review Statement, year-to-date actual performance will be assessed against the budget and forecasts for the year revised accordingly.

Council will thoroughly evaluate the plan in line with the periodic review of the *Community Strategic Plan* as per the requirements of the Integrated Planning and Reporting process. This will occur three to nine months after each local government election. The *Resourcing Strategy* in its entirety will be reviewed and updated and a draft *Community Strategic Plan* and resourcing options concurrently presented to the community.



# ASSET MANAGEMENT STRATEGY 2018/19-2027/28

## OVERVIEW

Asset management is the lifecycle management of physical assets that takes into consideration the “whole of life” approach which includes planning, procurement, construction, operation, maintenance and disposal of the Asset. A key, ongoing issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

The North Sydney LGA covers 10.5km<sup>2</sup> or 1,049 hectares. It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller village centres, residential areas, parks and open spaces. Overall North Sydney is an established and densely populated area. Much of the farm land within North Sydney was subdivided from around 1880 onwards. Further development and subdivisions increased significantly with the opening of the Sydney Harbour Bridge in 1932 and continued after World War II. It was during this development period that much of the infrastructure in North Sydney was originally built. Therefore, North Sydney faces the continual challenge of maintaining a large portfolio of ageing infrastructure.

North Sydney is densely populated and highly urbanised thanks largely to the medium and high density apartments and dwellings which are forming a growing part of the landscape. North Sydney had a population in 2011 of 66,747 residents which increased to 72,037 in 2016 and is projected to increase to grow to 84,422 by 2036.<sup>6</sup>

The current overall population density of North Sydney is 64.50 persons per hectare (PPH). The most densely populated suburbs are Kirribilli (87.36 PPH), Milsons Point-Lavender Bay (85.14 PPH) and Neutral Bay (81.25 PPH). Residents live in 36,846 dwellings with an average household size of 1.99 persons per household.

North Sydney is made up of 14 village centres (suburbs) which include Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, North Sydney, Neutral Bay, Waverton, Wollstonecraft and St Leonards.



North Sydney aerial photo (July 2017)

<sup>6</sup> ABS Census 2016 data - available from <https://profile.id.com.au/north-sydney>



This extensive portfolio of infrastructure assets requires careful planning and management. Financing the needs of the portfolio can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing assets. The demand for new and improved services adds to the planning and financing complexity. The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.

Council's *Asset Management Strategy* shows how the asset portfolio will meet the service delivery needs of the community into the future. It also demonstrates how the asset management policies are being achieved; and that existing asset management practices are integrated with the *Community Strategic Plan*. Improvement in asset management involves formalising the knowledge about asset performance, maintenance levels and community expectations in order to optimise both expenditure and service provision over a long period of time. The goal of asset management is to ensure that services are provided in the most cost effective manner; through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets; and for present and future consumers.

In line with the community's vision for North Sydney, the objectives of the *Asset Management Strategy* are to:

- guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community;
- ensure that Council's infrastructure services are provided in a financially sustainable, economically optimal way, enabling the appropriate level of service to residents, ratepayers, visitors and the environment;
- meet legislative requirements for all Council's operations;
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated; and
- provide high level oversight of financial and asset management responsibilities on development and implementation of the *Asset Management Plans* and *Long Term Financial Plan*.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic planning, developing an *Asset Management Policy*, *Asset Management Strategy*, *Asset Management Plans* and annual *Operational Plan*, linked to a *Long Term Financial Plan* with a funding plan.<sup>7</sup>

### **ASSET MANAGEMENT STRATEGY AND FRAMEWORK**

The key steps in preparing an effective *Asset Management Strategy* include:

1. Development of an asset management policy - that underpins the strategy. The policy provides guiding principles for asset management and planning.
2. Governance and management arrangements - applying good governance which link asset management to service delivery and include assigning roles and responsibilities.
3. Developing a suit of *Asset Management Plans* to reach.....of assets and ensuring that these plans are regularly updated and accurate.
4. Defining levels of service - establishing mechanisms, including community consultation, to define the levels of service councils are expected to provide from their asset base.
5. Data and systems - establishment of a framework for asset management data collection.
6. Skills and processes - the framework should contain a continuous improvement program.
7. Evaluation - the framework should contain a mechanism to measure its effectiveness.

*Council's Asset Management Strategy* has been prepared to assist Council in improving the way it delivers services from infrastructure including:

- Roads - Local Roads, Regional Roads, Kerb and Gutter, Traffic Facilities, Street furniture and Bus Shelters and Cycleways

<sup>7</sup> IPWEA, 2009, AIFMG, Quick Guide, Section 4, p 5.

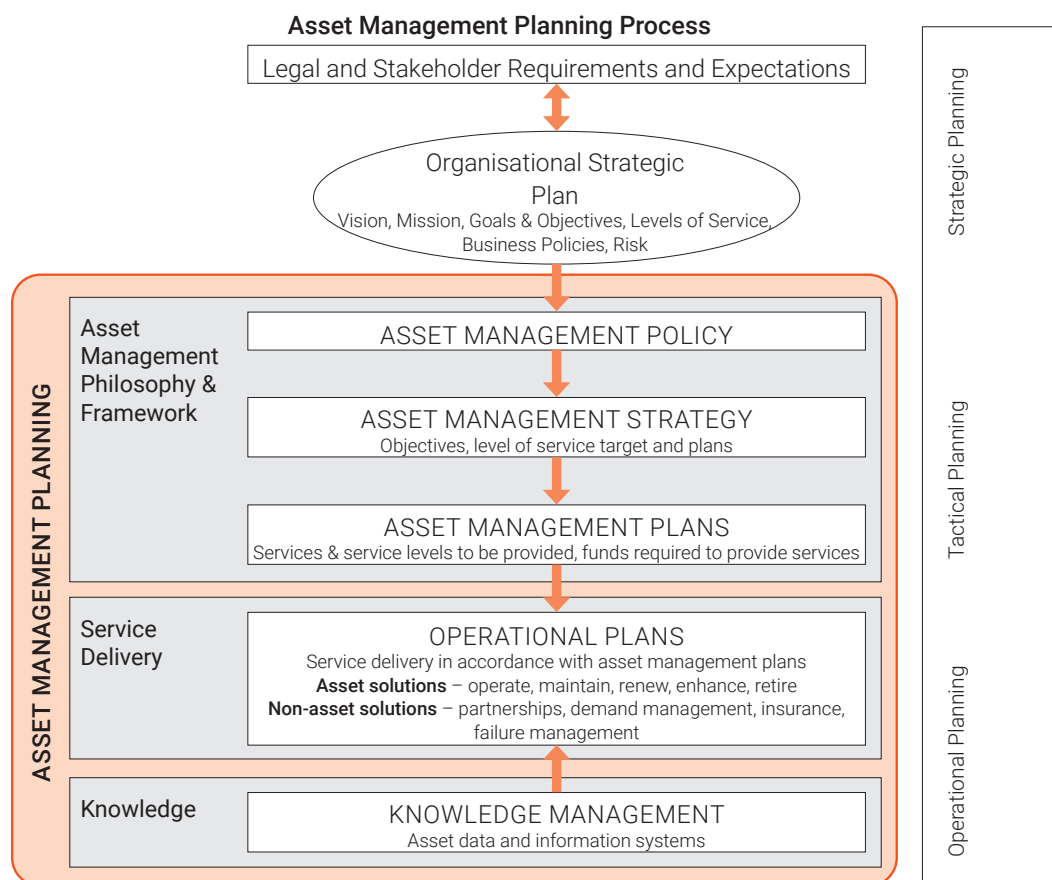
- Footpaths - Footpaths in Roads, Parks and Walking tracks
- Property - Council Premises, Swimming Pools (Including North Sydney Olympic Pool, Community Facilities, North Sydney Oval, Public Amenities, Rental Properties (Commercial Properties))
- Stormwater Drainage - including Gross Pollutant Traps (GPTs)
- Sport and Recreation facilities - Playground, Park Furniture, Sports Field Lighting and Sporting Infrastructure
- Other Infrastructures - Public Lighting (Roads and Parks), Retaining Walls (Roads and Parks), Signs (Roads and Parks), Fences (Roads and Parks), Seawalls and Marine Structures
- Other Structures (Public Art and Monuments)

These infrastructure assets have a replacement value of approximately \$1.1 billion as at 30 June 2018<sup>8</sup> (\$964 million as at 30 June 2017). The purpose of this strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future;
- that its asset management policies are being achieved; and
- that existing asset management practices integrate with the Community Strategic Plan.

This strategy has been prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with the community's vision as outlined in the Community Strategic Plan. An Improvement Plan is outlined, detailing a program of tasks to be completed as well as the timeline that these tasks are expected to be completed. The Improvement Plan will be periodically reviewed and re-prioritised to match the available resources within Council's Delivery Program and Long Term Financial Plan.

The following diagram illustrates the key steps in asset management planning:



<sup>8</sup> Per Note 9a in the Audited Financial Statements, 30 June 2018.

### ASSET MANAGEMENT POLICY

The management of community assets is a key function of Council. The provision of assets maintained to meet community needs and expectations is fundamental to Council's overall service delivery. The purpose of the *Asset Management Policy* is to demonstrate Council's commitment to the responsible management of its assets.

Council's *Asset Management Policy* sets the framework for Council's *Asset Management Strategy* and *Asset Management Plans*, while the strategy and plans support and implement the policy. The policy:

- establishes goals and objectives for asset management;
- integrates asset management within council's corporate and strategic planning;
- maximises value for money through lifecycle costing and performance measurement;
- assigns accountability and responsibility for service delivery together with asset management; and
- promotes sustainability to protect the needs of future generations (i.e. the principles of intergenerational equity).

Refer to Appendix 1 for Council's *Asset Management Policy*.

### ASSET MANAGEMENT PLANS

*Asset Management Plans* support the *Asset Management Strategy*. These are a long term (10-year) plans that outline the asset projects and programs for each service (asset class). They detail the intended asset management program for each asset class, based on controlling the organisation's understanding of customer requirements (including desired levels of service and satisfaction with current service levels), existing projected networks and asset conditions and performance<sup>9</sup>. In total, Council has prepared *Asset Management Plans* for seven categories and 33 sub categories, as well as draft *Risk Management Plans* for the critical assets.

All of Council's asset management documents are under constant review and will be updated through the life of the *North Sydney Community Strategic Plan 2018-2028*. Council's condition analysis reports, financial valuations, projections, maintenance and operation costs in all of Council's *Asset Management Plans* are prepared using the best available data and will be improved as updated information becomes available. The ongoing implementation of a Corporate Asset Management System will assist in achieving that improvement.

Over the ten-year period of the *Community Strategic Plan*, the *Asset Management Strategy* and *Asset Management Plans* identifies the asset renewal and maintenance requirements for Council's ten-year Capital Works Program. This program addresses the identified infrastructure "backlog" whilst providing new and upgraded infrastructure and facilities to meet growing community demand in the future.

<sup>9</sup> International Infrastructure Management Manual, p2.39

## STRATEGIC AND CORPORATE GOALS

The relevant outcomes and strategies, outlined in the Community Strategic Plan and how these are addressed in both the strategy and plans are:

DIRECTION	OUTCOME	HOW OUTCOME IS ADDRESSED
Direction 1: Our Living Environment	1.4 Public open space and recreational facilities and services meet community needs	<ul style="list-style-type: none"> <li>The <i>Assess Management Plans</i> provide guidelines for the effective short and long-term management of all infrastructure within parks and reserves owned by Council or under Council's control</li> </ul>
Direction 2: Our Built Infrastructure	2.1 Infrastructure and assets meet community needs 2.2 Vibrant centres, public domain, villages and streetscape 2.3 Sustainable transport is encouraged 2.4 Improved traffic and parking management	<ul style="list-style-type: none"> <li>The <i>Assess Management Plans</i> provide guidelines as to the assets required, and the long term sustainability of these services.</li> <li>Infrastructure is provided to support services. Getting the correct infrastructure appropriate to the needs of the community is a primary goal of asset management planning.</li> <li>A primary objective of the <i>Asset Management Plan</i> is to develop a lifecycle approach to the provision of infrastructure. This aims to minimise the life cycle cost of assets while maximising the service that is delivered.</li> </ul>
Direction 3: Our Future Planning	3.2 North Sydney CBD is one of NSW's pre-eminent commercial centres 3.3 North Sydney is smart and innovative 3.4 North Sydney is distinctive with a sense of place and quality design	<ul style="list-style-type: none"> <li>Economic sustainability and growth is linked to the services provided by infrastructure.</li> <li>The <i>Assess Management Plans</i> provide guidance as to the assets required, and the long term sustainability of these services.</li> </ul>
Direction 4: Our Social Vitality	4.1 Community is connected, inclusive, healthy and safe 4.3 North Sydney supports lifelong learning	<ul style="list-style-type: none"> <li>The provision and maintenance of public infrastructure is an important component contributing to the cultural and social needs of the community.</li> </ul>
Direction 5: Our Civic Leadership	5.1 Council leads the strategic direction of North Sydney 5.2 Council is well governed and customer focused 5.3 Community is informed and consulted 5.4 Council's service delivery is well supported	<ul style="list-style-type: none"> <li>Planning long term sustainable infrastructure is important to enable the appropriate resources to be identified, provided and enable Council to meet its statutory requirements.</li> <li>A risk based approach is used in the maintenance and replacement of assets.</li> </ul>

## CURRENT ASSET ANALYSIS

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

### EXISTING ASSETS AND SERVICES PROVIDED

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in the following table:

EXISTING INFRASTRUCTURE ASSETS AND SERVICES PROVIDED		
ASSET CLASS	DESCRIPTION	SERVICES PROVIDED
Open Space and Recreation Facilities	<ul style="list-style-type: none"> <li>Structures and park furniture</li> </ul>	Parks and recreation services supporting community and recreational needs
Depreciable land improvements	<ul style="list-style-type: none"> <li>Landscaping</li> </ul>	Parks and recreation services
Footpaths	<ul style="list-style-type: none"> <li>257km footpaths</li> </ul>	Pedestrian access
Other Infrastructure	<ul style="list-style-type: none"> <li>34km fences</li> <li>2,000 bollards</li> <li>22 km retaining walls</li> <li>1,600 public lighting</li> <li>4.9km seawalls</li> <li>24 marine structures including wharves</li> </ul>	Safety, structural support, amenity. Foreshore and environmental protection, property protection, waterway access.
Roads	<ul style="list-style-type: none"> <li>10km regional road pavements</li> <li>129km local road pavements</li> <li>272km kerb and gutter</li> <li>929 traffic facility items</li> <li>Street furniture</li> <li>68 bus shelters</li> </ul>	The road network provided by Council is used to support transportation and is important to the community and economic activities of the area.
Stormwater Drainage	<ul style="list-style-type: none"> <li>101km pipes</li> <li>5,600 pits</li> <li>26 stormwater quality improvement devices</li> </ul>	Control local flooding and damage to infrastructure and property. Control water quality of discharge of stormwater into the natural environment
Buildings	<ul style="list-style-type: none"> <li>7 Council premises</li> <li>21 community facilities</li> <li>7 parking stations</li> <li>24 recreational amenity buildings</li> </ul>	The land and buildings provided by North Sydney Council are used to support the administration, operational, social, recreational, cultural, heritage and economic infrastructure for the community.
Swimming Pools	<ul style="list-style-type: none"> <li>Olympic Swimming Pool Complex</li> </ul>	
Investment Properties	<ul style="list-style-type: none"> <li>12 investment properties</li> </ul>	
Public Art	<ul style="list-style-type: none"> <li>Various public art items</li> </ul>	

## VALUE OF CURRENT ASSETS

The plan was initially prepared using 2016/17 data, as shown in the following table.

ASSET CLASS	REPLACEMENT COST 2016/17	ACCUMULATED DEPRECIATION 2016/17	NET CARRYING AMOUNT 2016/17
Open Space and Recreation Facilities	11,235,628	7,978,154	3,257,474
Depreciable land improvements	20,864,144	3,083,738	17,780,406
Footpaths	84,097,886	32,821,655	51,276,231
Other Infrastructure	43,276,849	12,547,629	30,729,220
Roads	316,513,138	110,180,667	206,332,471
Stormwater Drainage	193,877,385	66,778,524	127,098,861
Buildings	170,194,635	85,461,244	84,733,392
Swimming Pools	25,093,070	14,705,383	10,387,687
Investment Properties	97,623,000	0	97,623,000
Public Art	1,208,881	16,764	1,192,117
<b>TOTAL</b>	<b>963,984,616</b>	<b>333,573,758</b>	<b>630,410,858</b>

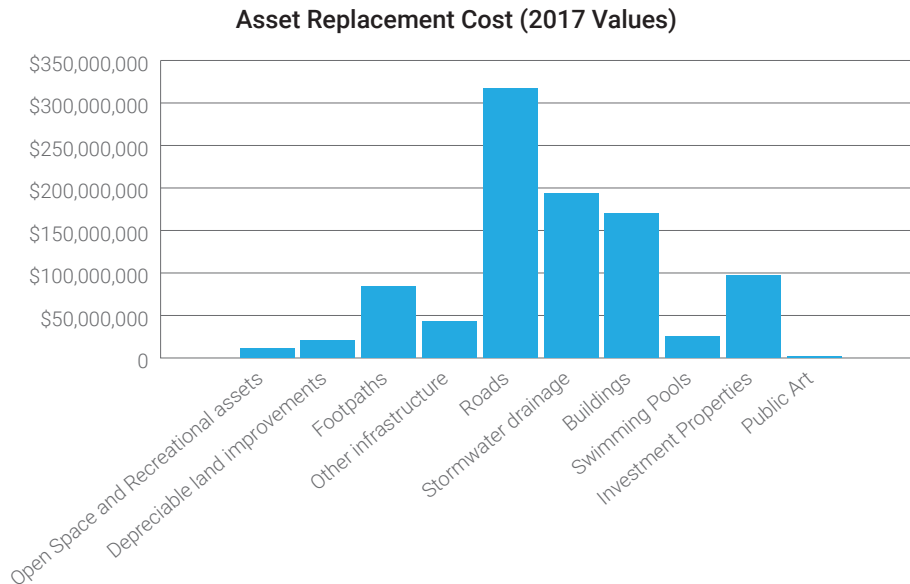
Source: Note 9 Financial Statements for year ended 30 June 2017

The current financial status of Council's assets, per asset class, is shown in following table, based on the financial year ended 30 June 2018. It is important to note that there were material changes to the 2017 values as a number of condition audits and revaluations were undertaken in accordance with accounting requirements.

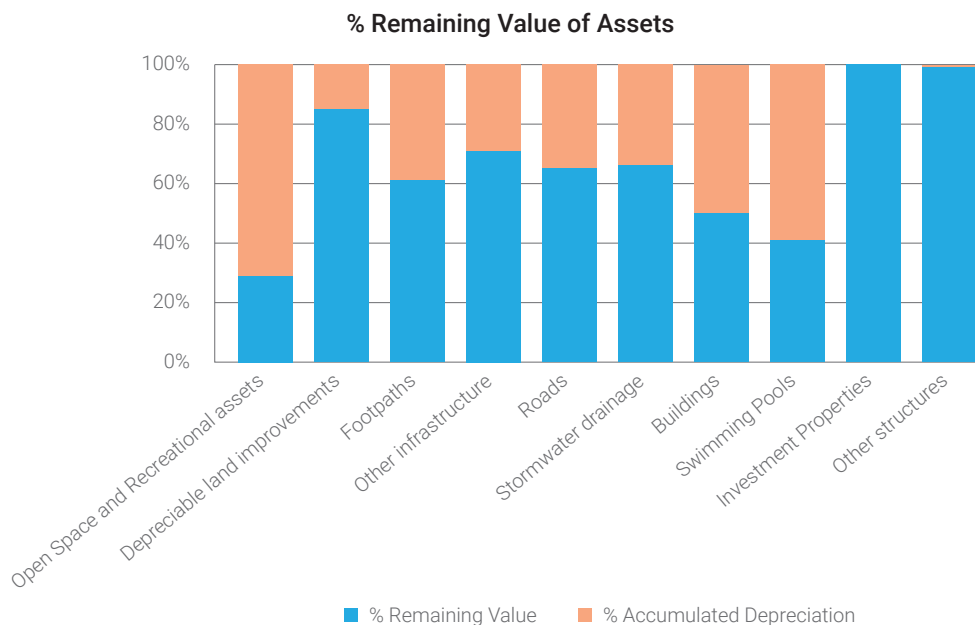
ASSET CLASS	REPLACEMENT COST 2017/18	ACCUMULATED DEPRECIATION 2017/18	NET CARRYING AMOUNT 2017/18
Open Space and Recreation Facilities	12,308,602	8,525,563	3,783,039
Depreciable land improvements	22,102,776	3,595,901	18,506,875
Footpaths	91,425,235	33,395,568	58,029,667
Other Infrastructure	222,388,027	101,396,027	120,992,000
Roads	323,244,341	111,221,234	212,023,107
Stormwater Drainage	196,432,897	68,443,374	127,989,523
Buildings	204,841,324	76,698,137	128,143,187
Swimming Pools	22,472,003	9,608,286	12,863,717
Investment Properties	97,740,000	0	97,740,000
Public Art	2,217,098	42,712	2,174,386
<b>TOTAL</b>	<b>1,195,172,303</b>	<b>412,926,802</b>	<b>782,245,501</b>

Source: Note 9 Financial Statements for year ended 30 June 2018; Note 14 Investment Properties

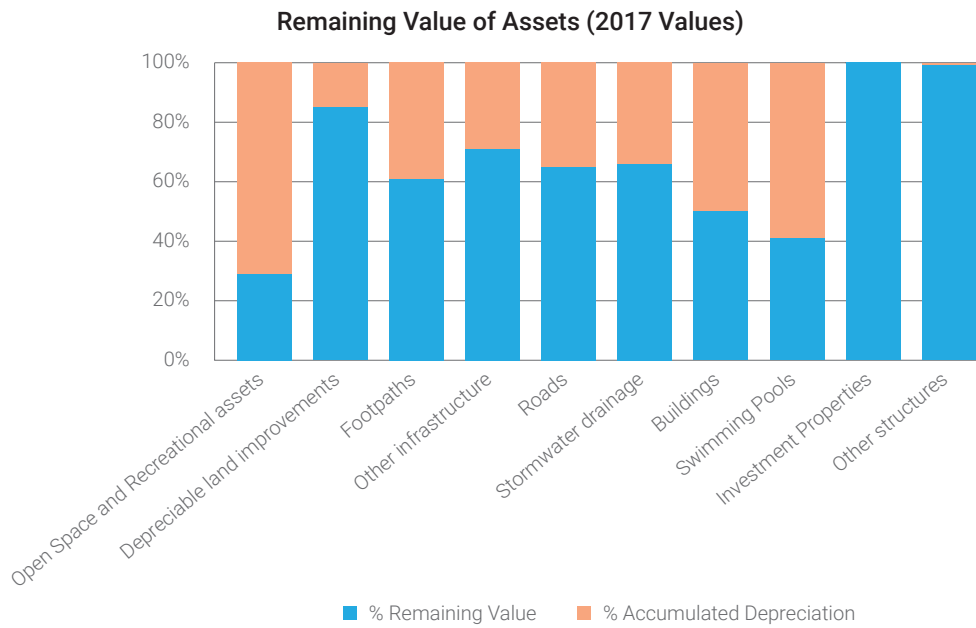
The 2016/17 replacement costs as detailed above are also represented in the graphs below. Council's largest asset classes in terms of replacement costs are Road Pavement, Stormwater Drainage and Buildings.



Consumption ratios are indicative of how much value remains in the asset. The graph below shows the remaining value of Council's assets (as at 2017) compare to its replacement cost in percentage terms. The graph indicates that all asset groups have greater than 60% of remaining value. It should be noted that accumulated depreciation does not necessarily indicate the extent of asset renewal required in the short to medium term. Some assets may be in fair condition resulting in higher depreciation but may not require renewal within the next 10 years.



The above graph shows asset consumption as a percentage, whilst the figure below shows it as the dollar value and brings the relativity of each asset group into the representation (as at 2017). These graphs should be read in conjunction with the renewal forecasts coming from the *Asset Management Plans* for the next 10 years to achieve an appreciation of renewal requirements.



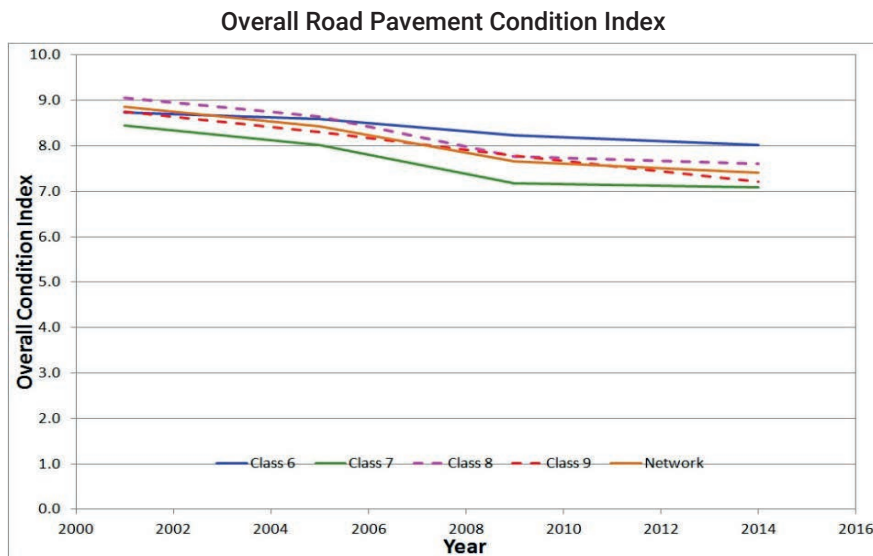
## CONDITION OF CURRENT ASSETS

The useful lives of infrastructure assets can depend on many factors. Often this factor is condition, however, other factors that affect useful lives may include function, amenity, compliance, capacity, and obsolescence. Condition is also a critical factor influencing risk. The results of recent condition surveys are as follows:

### CONDITION OF ROAD PAVEMENT ASSETS

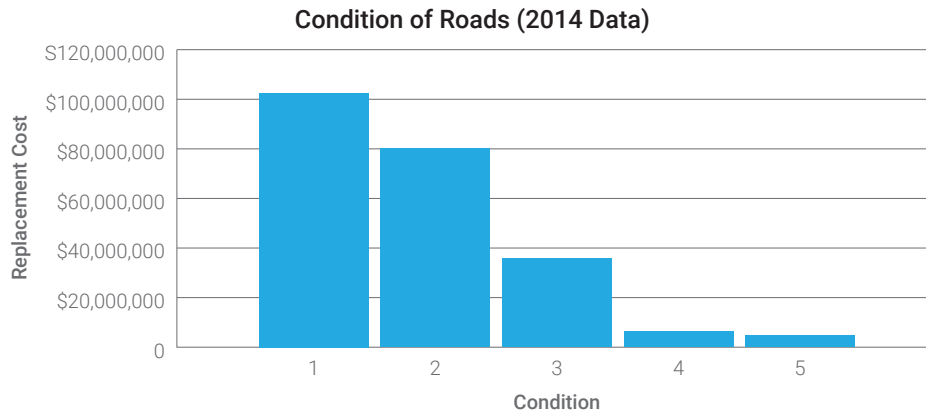
The condition of Council’s road pavement network has been measured every four years by consultants using specialised equipment since 2001. The Overall Condition Index (OCI) is a composite index representing the condition of the underlying road pavement structure. The index ranges from 10 (brand new) to 0 (end of life). A comparison of the current condition data against that of the previous surveys is presented below and shows how the network has performed over time (data supplied by Pavement Management Services P/L).

The following graph shows OCI for All Road Classes, and that the overall road network is deteriorating with time although the rate of deterioration slowed from 2009 to 2014.





The graph below shows the condition of Road Pavement assets in terms of replacement cost where condition 1 is very good and 5 is very poor condition based on the 2014 condition data. A detailed condition of the road network is scheduled in 2019.

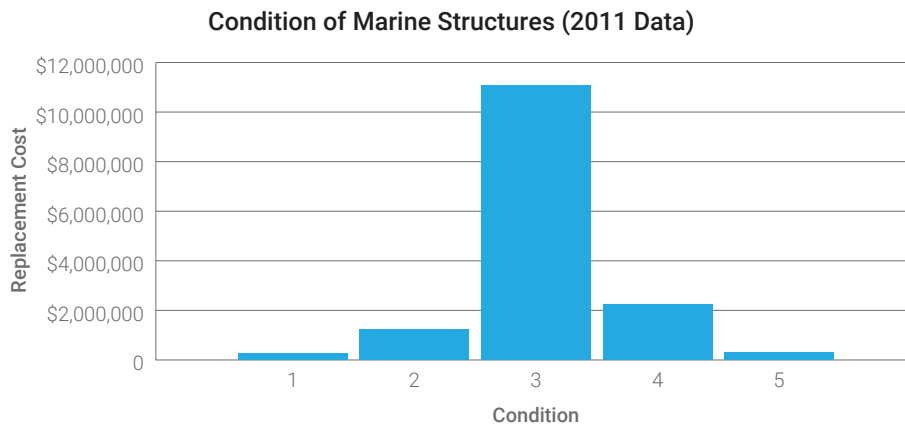


The actual Replacement Costs for each condition of Council’s roadway assets are shown in the table:

CONDITION OF ROAD PAVEMENT				
CONDITION	REPLACEMENT COST 2017 (\$)	%	REPLACEMENT COST 2018 (\$)	%
1	103,746,081	46%	102,560,892	45%
2	75,123,757	33%	80,189,562	35%
3	36,035,890	16%	35,682,032	15%
4	6,514,743	3%	6,257,133	3%
5	4,429,329	2%	4,682,343	2%
<b>TOTAL</b>	<b>225,849,899</b>	<b>100%</b>	<b>229,371,962</b>	<b>100%</b>

**CONDITION OF MARINE STRUCTURES AND SEAWALL ASSETS**

The condition of Sea Walls was assessed in 2017 by Manly Hydraulics Laboratory for every 10m section of wall. A condition of Marine Structures was last carried out in 2011. The condition of Marine Structures is being reassessed in 2018. The tables below show the condition of both Marine Structures and Seawall assets in terms of replacement cost where condition 1 is very good and 5 is very poor condition.

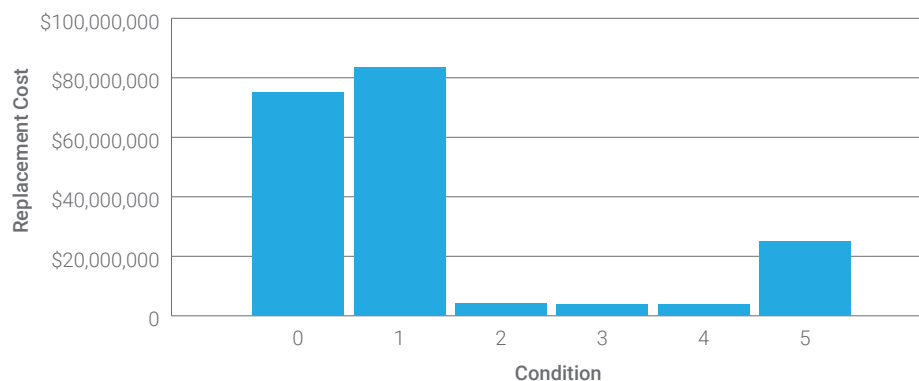


CONDITION OF MARINE STRUCTURE AND SEAWALLS								
CONDITION	REPLACEMENT COST SEAWALLS 2016/17 (\$)	REPLACEMENT COST MARINE STRUCTURES 2016/17 (\$)	REPLACEMENT COST TOTAL 2016/17 (\$)	% 2016/17	REPLACEMENT COST SEAWALLS 2017/18 (\$)	REPLACEMENT COST MARINE STRUCTURES 2017/18 (\$)	REPLACEMENT COST TOTAL 2017/18 (\$)	% 2017/18
1	741,690	275,380	1,018,070	1%	741,690	3,030,137	3,771,827	3%
2	33,583,297	1,240,903	34,824,200	33%	33,583,297	14,517,315	48,100,612	41%
3	44,057,119	11,063,231	55,120,350	53%	44,057,119	6,447,601	50,504,720	44%
4	10,709,725	2,241,437	12,951,162	12%	10,709,725	1,674,449	12,384,174	11%
5	629,251	297,683	926,934	1%	629,251	693,684	1,322,935	1%
<b>Total</b>	<b>89,721,083</b>	<b>15,119,634</b>	<b>104,840,717</b>	<b>100%</b>	<b>89,721,083</b>	<b>26,363,186</b>	<b>116,084,269</b>	<b>100%</b>

### CONDITION OF STORMWATER DRAINAGE ASSETS

The condition of Council's stormwater drainage network is monitored by using detailed CCTV condition assessment. CCTV condition surveys are expensive due to the equipment and specialised contractors required. Detailed proactive CCTV condition surveys are carried out on approximately 5% to 10% of Council's pipe network each year. Reactive CCTV inspections are also carried out as required. The condition of all stormwater drainage assets are shown in the figure below.

Condition of Stormwater Assets



The actual Replacement Costs for each condition of Council's stormwater assets are shown in the table:

CONDITION OF STORMWATER ASSETS BASED ON 2015 VALUATION ADJUSTED				
CONDITION	REPLACEMENT COST 2017/18 (\$)	% 2016/17	REPLACEMENT COST 2017/18 (\$)	% 2017/18
0	75,205,145	39%	*	*
1	84,165,291	43%	84,273,402	43%
2	3,671,515	2%	4,328,720	2%
3	3,451,994	2%	79,153,595	40%
4	3,332,048	2%	3,770,184	2%
5	23,927,257	12%	25,022,599	13%
<b>TOTAL</b>	<b>193,753,251</b>	<b>100%</b>	<b>196,548,500</b>	<b>100%</b>

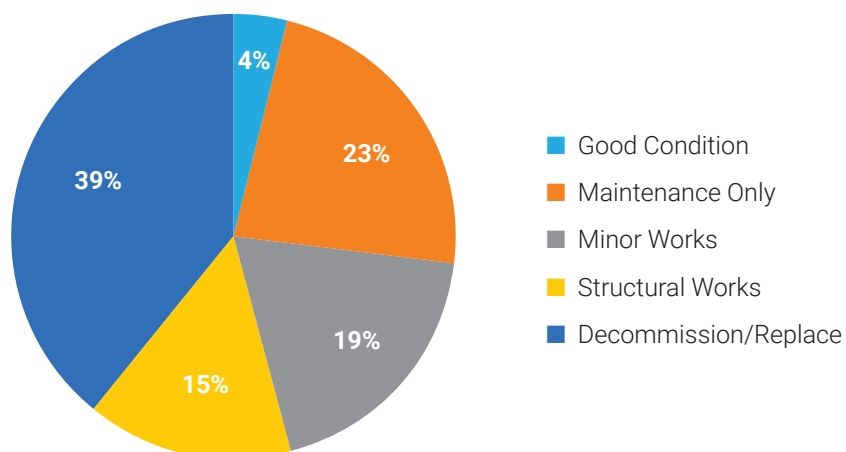
\*Condition 0 added to Condition 3 as per Special Schedule 7, 2017/18

13% of Council's stormwater assets are in very poor condition, however the condition of 39% of all assets is still unknown (based on 2015 valuation adjusted to 30 June 2018). Using only actual surveyed data, 20% of Council's stormwater assets are in very poor condition.

The condition of Gross Pollutant Traps (GPTs) was assessed by Optimal Stormwater P/L. Out of the 26 traps it has been recommended that 10 traps or 39% of existing GPTs be replaced. The table below and graph summarises the consultant's recommendations.

CONDITION OF GROSS POLLUTANT TRAPS		
CONDITION	NO.	%
Good Condition	1	3.8%
Maintenance Only	6	23.1%
Minor Works	5	19.2%
Structural Works	4	15.4%
Decommission/Replace	10	38.5%
<b>Total</b>	<b>26</b>	<b>100%</b>

Condition of Gross Pollutant Traps

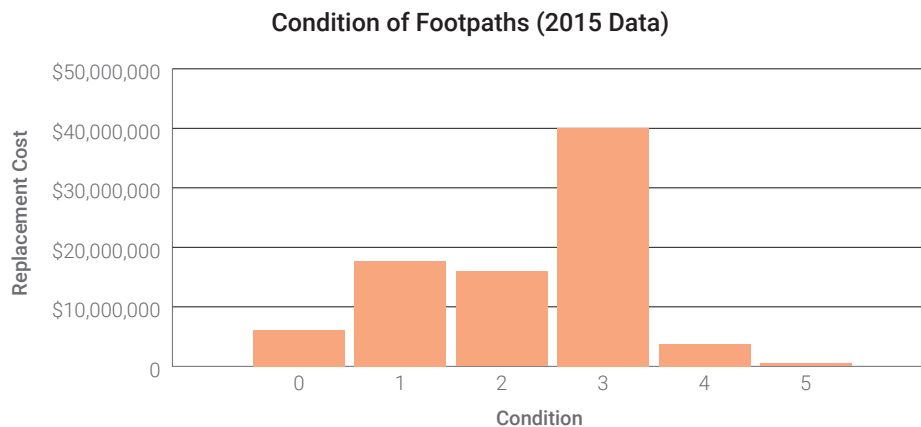


### CONDITION OF FOOTPATH ASSETS

The condition of Council's 257km of footpaths was surveyed at 20m intervals in 2015 by consultants Infrastructure Management Group (IMG). The condition scores used are shown in the following table.

FOOTPATH CONDITION MATRIX				
SCORE	AGE ESTIMATE	MINOR DEFECTS	MAJOR DEFECTS	TRIPS
1	Almost New (likely < 5 years)	0	0	
2	Minor Ageing (5 to 10 years)	< 10%	0	
3	Moderate Ageing (10 to 15 years)	10 - 25%	< 10%	10 - 25mm
4	Significant Ageing (> 25 years)	25 - 50%	< 25%	> 25mm
5	N/A	> 50%	> 25%	> 50mm

The graph below shows the replacement cost for each of the condition scores (score 0 indicates areas not surveyed). It should be noted that the replacement cost is based on the condition of footpaths at 20m intervals. In practice and where funds permit footpath sections in condition 3 are generally replaced at the same time as footpath sections in condition 4 or 5 if they are adjacent and it is cost effective.



The actual replacement costs for each condition of Council's footpaths are detailed in the table:

CURRENT REPLACEMENT COST BASED ON 2015 VALUATION 'LIKE FOR LIKE REPLACEMENT ONLY'					
CONDITION	LENGTH (M)	REPLACEMENT COST 2016/17 (\$)	% 2016/17	REPLACEMENT COST 2017/18 (\$)	% 2017/18
0	15,353	6,065,830	7%	*	*
1	59,456	17,688,645	21%	\$21,241,502	23%
2	148,270	15,949,240	19%	\$16,788,674	18%
3	25,602	40,048,535	48%	\$48,541,437	53%
4	5,6158	3,768,390	4%	\$4,349,042	5%
5	2,619	479,350	1%	\$504,579	1%
<b>Total</b>	<b>256,918</b>	<b>83,999,990</b>	<b>100%</b>	<b>\$91,245,234</b>	<b>100%</b>

\* Condition 0 added to Condition 3 as per Special Schedule 7, 2017/18

It is important to note that replacement costs are based on "like for like" replacement only. Council adopted *Public Domain Style Manual* in 2014 which includes, for example, replacing standard pavers on road base with granite pavers on a concrete base in the North Sydney CBD. The areas in the map below have been identified for footpath upgrade as per *Public Domain Style Manual*. Therefore, replacing the existing footpath materials with upgraded materials will increase the replacement cost significantly.

### CONDITION OF OTHER INFRASTRUCTURE ASSETS

Condition data has been collected for the following:

- Road Pavement (2015)
- Lighting (2015)
- Footpaths (2016)
- Stormwater Quality Improvement Devices (2016)
- Seawalls (2017)
- Stormwater Drainage (ongoing)
- Retaining Walls (2018)
- Kerb and Gutter (2018)
- Traffic Facilities (2018)
- Marine Structures (2018)

Condition data is currently being collected for the following assets:

- Fences and Safety Barriers (2018)
- Road Pavement (2019)
- Bus Shelters (2019)
- Cycleways (2020)
- Footpaths (2019, 2020)
- Street Furniture (2019, 2020)
- Stormwater Drainage (ongoing)

Condition data is required to be collected for the following assets:

- Property
- Public Amenities
- Signage
- Playgrounds
- Sporting Fields
- Sports Field Lighting
- Sporting Infrastructure
- Public Art and Monuments

## PLANNING ASSUMPTIONS

### RENEWAL FUNDING SCENARIOS (LONG TERM FINANCIAL PLAN)

The depreciation and renewal expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term.

The Long Term Financial Plan includes three scenarios, all of which maintain current service levels but propose differing levels of capital expenditure on the renewal of Council's ageing infrastructure assets. In summary:

SCENARIO	DESCRIPTION
Scenario 1 (Base Case/Reduced Services)	Reflects the implementation of the annual IPART determination (rate peg) as the basis of rates revenue projections. It results in a decline in Council's capacity to provide current levels of service.
Scenario 2 (Maintain existing services and invest \$15.3m in infrastructure)	Incorporating a 5.5% special rate variation (SRV) inclusive of rate peg, for five years, commencing in Year 2 (2019/20).
Scenario 3 (Maintain existing services and invest \$27.1m in infrastructure)	Incorporating a 7% SRV inclusive of rate peg, for five years, commencing in Year 2 (2019/20).

The following table indicates the average annual asset consumption required to meet the 100% target associated with the Asset Renewal Ratio, over the life of the *Long Term Financial Plan*.

ASSET CLASS	AVERAGE ANNUAL ASSET CONSUMPTION (\$)
Open Space and Recreation Facilities	531,000
Depreciable land improvements	496,000
Footpaths	2,500,000
Other Infrastructure	3,940,000
Roads	5,830,000
Stormwater Drainage	2,087,000
Buildings	3,441,000
Swimming Pools	413,000
Investment Properties	0
Public Art	26,000
<b>Total</b>	<b>19,264,000</b>

### SERVICE DEMAND AND SATISFACTION

Achieving and maintaining sustainability in local government requires consideration of services, service levels, associated costs and associated risks. The appropriate management of the infrastructure of Council requires asset management estimates and asset accounting estimates that are realistic and support decision making.

Asset management sustainability is reliant on Council engaging with the community on affordable and sustainable service levels to determine satisfactory service levels and the trade-off between what the community is prepared to pay the quality and mix of services Council can afford to provide.

Council periodically conducts a *Customer Satisfaction Survey*<sup>10</sup> to determine community (residents and businesses) attitudes towards the services and facilities it provides. This provides Council with feedback about the quality and appropriateness of each of its services, and this information is used in the development of the *Delivery Program* to ensure areas that are not meeting community expectation are reviewed and form the basis of the suite of indicators used to measure Council's performance.

<sup>10</sup> All survey results are available at:  
[http://www.northsydney.nsw.gov.au/Council\\_Meetings/Community\\_Engagement/Customer\\_Satisfaction\\_Survey](http://www.northsydney.nsw.gov.au/Council_Meetings/Community_Engagement/Customer_Satisfaction_Survey)

Surveys were conducted in 2002, 2004, 2006, 2009, 2010, 2013 and 2016. The survey is conducted on Council's behalf by an independent research company. The randomly selected representative sample consists of 400 residential customers (both owners and renters) and 200 business customers.

It is clear from the most recent surveys that the North Sydney community expect the current level of service to be retained, and if anything increased.

The following table details the relative importance of service areas for residents as identified through the 2016 Customer Satisfaction Survey.

RELATIVE IMPORTANCE - RESIDENTS			
RANKING	SERVICE/FUNCTION	2016 RESULT	CHANGE IN RELATIVE RANKING FROM 2013
1	Maintaining local roads and footpaths	100%	no change
2	Maintaining parks, ovals and bushland areas	97%	no change
3	Managing traffic flow on local roads	86%	+8
4	Improving provision of parking	84%	+2
5	Keeping local roads and footpaths clean	80%	-2
6	Improving Stanton Library	48%	+1
7	Improving children's services	45%	-2
8	Improving waste and recycling collection services	40%	+1
9	Maintaining malls and plazas in commercial areas	38%	-1
10	Improving services offered at community centres	32%	-6
11	Improving North Sydney Olympic Pool	18%	-1
12	Improving customer service/information provided by council staff	0%	+1
13	Increasing the policing of parking	0%	-1

The following table details the resident satisfaction with key service areas:

SATISFACTION WITH KEY SERVICE AREAS - RESIDENTS			
RANKING	SERVICE/FUNCTION	2016 RESULT	CHANGE COMPARED TO 2013 (%)
1	Feeling safe in North Sydney	89%	3% increase
2	Maintaining parks, ovals and bushland areas	89%	6% increase
3	Waste and recycling collection services	82%	2% decrease
4	Recreation facilities	82%	n/a
5	Cleanliness of local roads and footpaths	81%	2% increase
6	Maintenance of malls and plazas in commercial areas	77%	6% increase
7	The appearance of local village centres	76%	2% decrease
8	The appearance of public spaces in the North Sydney CBD	75%	4% increase
9	Council run community events	74%	n/a
10	Customer service/information provided by Council staff	73%	11% increase
11	Maintenance of local roads and footpaths	71%	9% increase
12	Stanton library	67%	1% decrease
13	Range of arts and cultural experiences in North Sydney	64%	n/a
14	Community centres and facilities	64%	3% increase

SATISFACTION WITH KEY SERVICE AREAS - RESIDENTS			
RANKING	SERVICE/FUNCTION	2016 RESULT	CHANGE COMPARED TO 2013 (%)
15	Quality of commercial and residential development	63%	n/a
16	North Sydney Olympic Pool	63%	5% increase
17	Pedestrian and Cycle Paths	54%	1% decrease
18	Policing of parking	53%	1% decrease
19	Range of public art in North Sydney	51%	n/a
20	Management of traffic flow on local roads	46%	n/a
21	Children's services	43%	8% increase
22	Provision of parking	35%	n/a
23	Satisfaction with the way North Sydney as a whole looks and feels	19%	n/a

The following table details the relative importance of service areas for businesses:

RELATIVE IMPORTANCE - BUSINESSES			
RANKING	SERVICE/FUNCTION	2016 RESULT	CHANGE IN RELATIVE RANKING FROM 2013
1	Provision of parking	100%	+3
2	Maintaining local roads and footpaths	82%	no change
3	Managing traffic flow on local roads	73%	+4
4	Keeping local roads and footpaths clean	62%	-2
5	Maintaining commercial areas	43%	+1
6	Quality of commercial and residential development	39%	-1
7	Improving the look and feel of village centres	37%	+1
8	Customer service/information provided by Council staff	8%	+1
9	Increasing the policing of parking	6%	+1

The following table details the resident satisfaction with key service areas as identified in the 2016 Customer Satisfaction Survey.

SATISFACTION WITH KEY SERVICE AREAS - BUSINESSES			
RANKING	SERVICE/FUNCTION	2016 RESULT	CHANGE COMPARED TO 2013 (%)
1	Cleanliness of local roads and footpaths	82%	4% increase
2	Way North Sydney as a whole looks and feels	81%	n/a
3	Maintenance of commercial areas	76%	2% decrease
4	Look and feel of commercial areas and villages	73%	n/a
5	Quality of commercial and residential development	72%	n/a
6	Maintaining local roads and footpaths	70%	3% increase
7	Customer service/information provided by Council staff	57%	10% decrease
8	Managing traffic flow on local roads	53%	n/a
9	Increasing the policing of parking	53%	6% decrease
10	Provision of parking	33%	n/a



The following table indexes residents' relevant importance for funding against satisfaction:

<p><b>Lower Importance - Higher Satisfaction</b>  <b>- Lower priority issues</b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• North Sydney Olympic Pool</li> <li>• Community Centres</li> <li>• Stanton Library</li> <li>• Waste collection services</li> <li>• Malls and plazas in commercial areas</li> <li>• Children's services</li> </ul>	<p><b>Higher Importance - Higher Satisfaction - Issues requiring no additional attention</b></p> <ul style="list-style-type: none"> <li>• Parks, ovals and bushland areas</li> <li>• Cleanliness local roads and footpaths</li> </ul>
<p><b>Lower Importance - Lower Satisfaction</b>  <b>- Issues needing some attention</b></p> <ul style="list-style-type: none"> <li>• Policing of parking</li> </ul>	<p><b>Higher Importance - Lower Satisfaction - Critical issues for attention</b></p> <ul style="list-style-type: none"> <li>• Provision of parking</li> <li>• Management of traffic flow</li> <li>• Maintaining roads and footpaths</li> </ul>
<p><b>Lower Importance - Higher Satisfaction</b>  <b>- Lower priority issues</b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Appearance of commercial streetscapes</li> <li>• Quality of development</li> <li>• Maintaining commercial areas</li> </ul>	<p><b>Higher Importance - Higher Satisfaction - Issues requiring no additional attention</b></p> <ul style="list-style-type: none"> <li>• Maintenance local roads and footpaths</li> <li>• Cleanliness local roads and footpaths</li> </ul>
<p><b>Lower Importance - Lower Satisfaction</b>  <b>- Issues needing some attention</b></p> <ul style="list-style-type: none"> <li>• Policing of parking</li> </ul>	<p><b>Higher Importance - Lower Satisfaction - Critical issues for attention</b></p> <ul style="list-style-type: none"> <li>• Provision of parking</li> <li>• Management of traffic flow</li> </ul>

As part of Council's continual improvement of its asset management planning it is recommended that in future years a more informed discussion with the community is required in order to further develop an understanding of the relationship between desired levels of service their associated costs, and their willingness and/or capacity to pay for them.

## GAPS AND FUTURE NEEDS

### PRIORITY RISK AREAS

North Sydney LGA is an established area. Much of its infrastructure is aging and requires renewal. Risk management plans have been developed as part of the *Asset Management Plans*. This information provides a long term view of the responsibilities that should be taken into account in future planning and decision making. The priority risk areas are as follows:

PRIORITY RISK AREAS	
RISK	DESCRIPTION
Property	There are a number of significant properties, including the North Sydney Olympic Pool and North Sydney Oval, which require significant investment and renewal to meet modern user needs and community expectations.
Stormwater Drainage	Council has 101km of stormwater pipes. They have an inherent high risk of sudden failure if not maintained adequately. Approximately 70% of the network has been surveyed. The estimated cost to repair pipes in poor condition is \$27,000,000.
Retaining Walls	Council has 22km of retaining walls. They have an inherent high risk of sudden failure if not maintained adequately. A condition audit has been completed in 2018. A report has identified that the estimated cost to repair retaining walls in poor condition is \$8,222,397.
Seawalls	Council has 4.9km of seawalls. They have an inherent high risk of sudden failure if not maintained adequately particularly considering the aggressive harbour environment. A condition audit completed in 2017 has identified that the estimated cost to repair seawalls in poor condition is \$4,800,000.
Marine Structures	Council has 25 marine structures. They have an inherent high risk of sudden failure if not maintained adequately particularly considering the aggressive marine environment on timber structures. A condition audit completed in 2018 has identified that the estimated cost to repair marine structures in poor condition is \$2,368,133. Council has a number of marine structures that are in immediate need of replacement.
Stormwater quality improvement devices	Council has 26 Stormwater quality improvement devices (GPTs). A detailed audit has recommended that 10 of these devices be replaced due to either condition or not functioning efficiently. Renewal of these devices reduce the pollution entering the harbour.
Road Pavements, Footpaths, Kerb and Gutter	Adequate capital budgets are required to reduce the risk of the condition of the asset network deteriorating in particular Council's footpaths.
Public Lighting	Council must provide adequate lighting to its streets, parks and public reserves.

### DRAINAGE RISK EXAMPLES

Examples of drainage risks are shown in the following photos.



Pipe in very poor condition

Pipe in very poor condition



Flooding issue



Flooding issue



Flooding issue



Sink hole in road near pipe



Sink hole in road near pipe



Sink hole in reserve near pipe



Gross Pollutant Trap prior to cleaning



Litter Basket full of silt prior to cleaning

**MARINE STRUCTURE AND SEA WALL RISKS**

Examples of marine structure and seawall risks are shown in the following photos



Pile in very poor condition



Pile in very poor condition



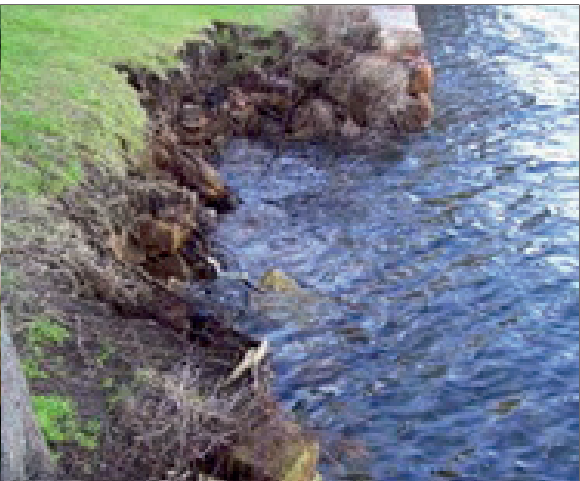
Termites found in timber marine structure



Evidence of marine worms in timber structure



Cremorne Point



Sawmillers Reserve



Sawmillers Reserve



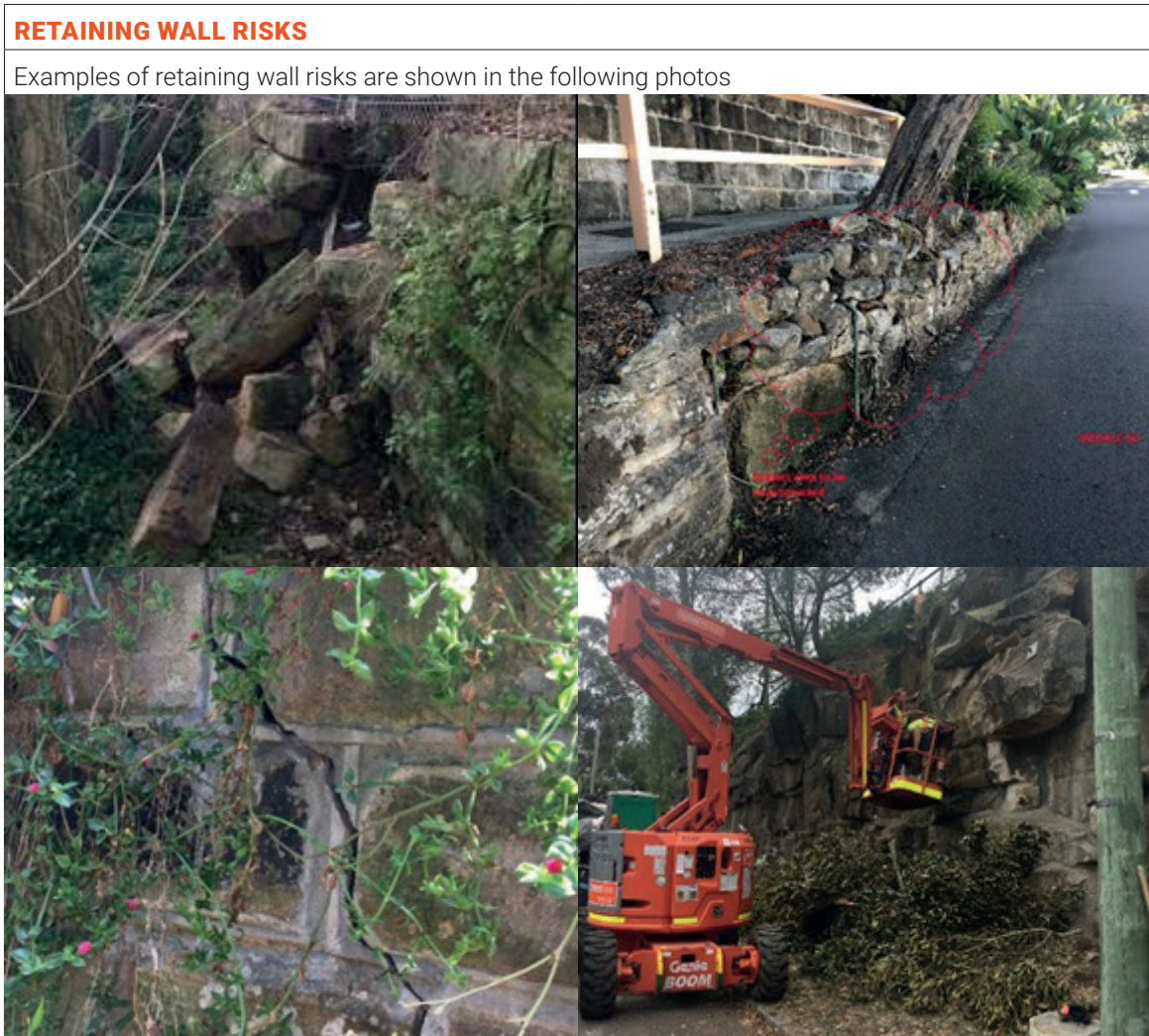
Blues Point



McMahons Point



McMahons Point





Council will endeavour to manage these risks within available funding by prioritising renewal works based on industry guidelines including those provide by the Institute of Public Works Engineering Australia (IPWEA).

### ASSET MANAGEMENT IMPROVEMENT PLAN

A whole of organisation approach is essential for asset management practices to continue to improve. The following Improvement Plan summarises the areas for improvement within Council's Asset Management Plans:

PRACTICE AREA	TASK	TIMELINE
Data Collection	Condition data has been collected for the following: <ul style="list-style-type: none"> <li>• Road Pavement (2015)</li> <li>• Lighting (2015)</li> <li>• Footpaths (2016)</li> <li>• Stormwater Quality Improvement Devices (2016)</li> <li>• Seawalls (2017)</li> <li>• Stormwater Drainage (ongoing)</li> <li>• Retaining Walls (2018)</li> <li>• Kerb and Gutter (2018)</li> <li>• Traffic Facilities (2018)</li> <li>• Marine Structures (2018)</li> </ul>	2018/19, 2019/20 subject to funding
	Condition data is currently being collected for the following assets: <ul style="list-style-type: none"> <li>• Fences and Safety Barriers (2018)</li> <li>• Road Pavement (2019)</li> <li>• Bus Shelters (2019)</li> <li>• Cycleways (2020)</li> <li>• Footpaths (2019, 2020)</li> <li>• Stormwater Drainage (ongoing)</li> </ul>	
	Condition data is required to be collected for the following assets: <ul style="list-style-type: none"> <li>• Property</li> <li>• Public Amenities</li> <li>• Signage</li> <li>• Playgrounds</li> <li>• Sporting Fields</li> <li>• Sports Field Lighting</li> <li>• Sporting Infrastructure</li> <li>• Public Art and Monuments</li> </ul>	
Annual Report	Review in line with revised condition data. Continue to develop the Corporate Asset Register so that all asset renewals are reported annually.	August 2018
Asset Management Plan	Review current Asset Management Plans in line with the revised condition data and create standardised template for all Asset Management Plans and the accompanying sub categories.	2018/19
Levels of Service	<i>Customer Satisfaction Surveys</i> are periodically conducted, however detailed consultation with the community regarding Levels of Service and the costs of providing these services will better inform this <i>Asset Management Strategy</i> .	To be determined
Asset Management Systems	Continue the implementation of the Corporate Asset Register and updating and Asset Management Plans.	Ongoing - subject to resources
	Implement any external audit recommendations within the identified timeframes.	2018/19
Skills	Annual review of skills and capabilities	Review annually in July
Evaluation	<i>Review Asset Management Policy, Asset Management Strategy, and Asset Management Plans.</i>	Review annually

Council's Engineering and Property Services Division has the lead responsibility of implementation, monitoring and reporting against this strategy. This requires collaboration within the organisation and business units (departments/functions) to assist in the achievement of these strategies.



## RESOURCING

The sustainable management of assets is a 'whole of council' responsibility, recognised at all levels within the organisation. Council has undertaken a strategic level review of its asset management practices and systems to provide the future direction and guidance for improving its asset management performance. Implementing the maintenance and improvement actions will have a strategic and corporate significance to Council.

Council's *Asset Management Strategy* is directly aligned with the vision and desired outcomes of the *Community Strategic Plan* and *Delivery Program*. Central to this is forecasting the service delivery needs and the capacity to meet them on a short, medium and long term basis.

The cost of implementing the *Asset Management Strategy* has been incorporated within Council's *Delivery Program* (three-year financial estimates) and *Long Term Financial Plan* (10-year financial estimates/ three scenarios). However, it should be noted that this strategy reflects Council's intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.



## MONITORING AND EVALUATION

Council must prepare its asset performance reports in accordance with the requirements of the:

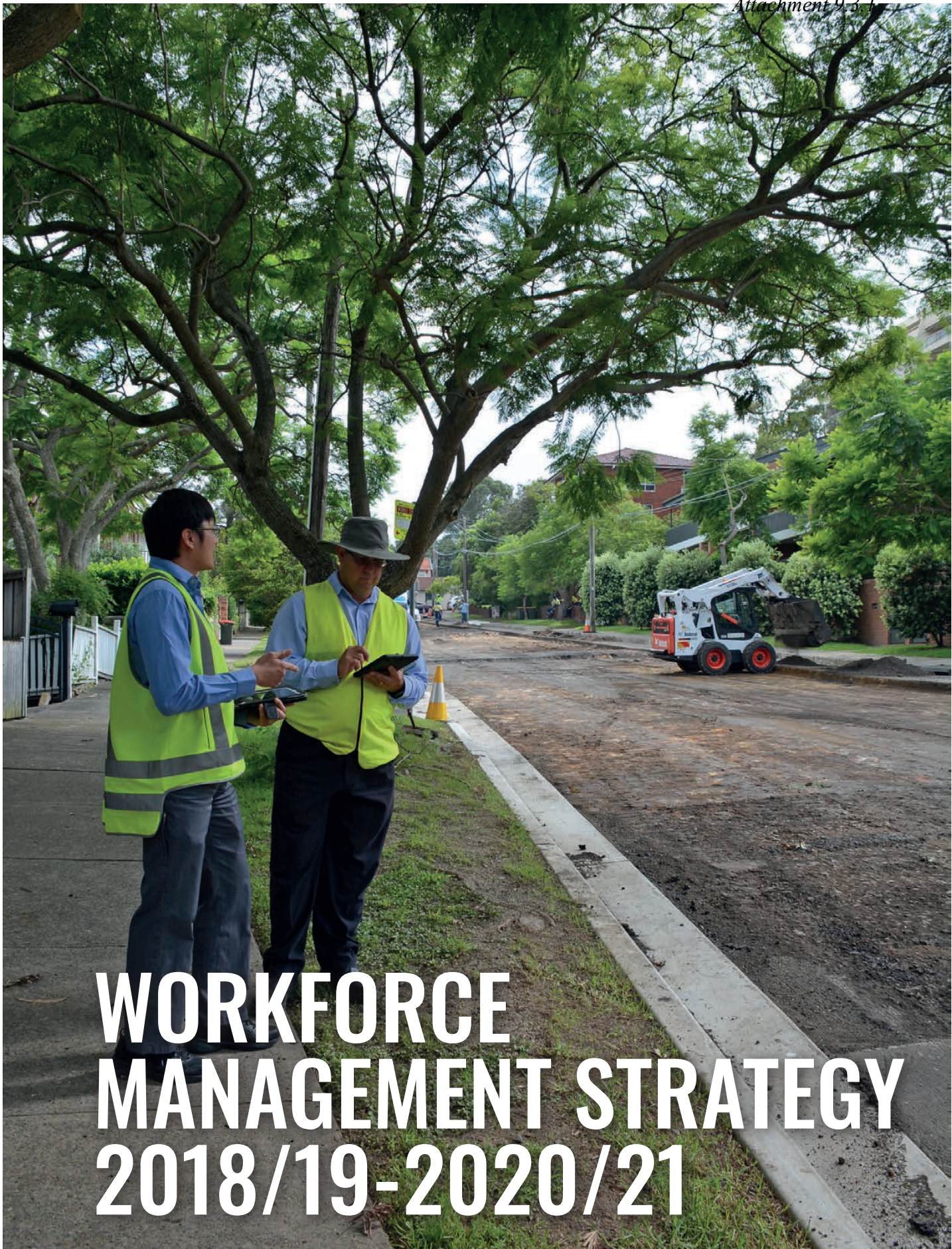
- Local Government Act 1993 and Regulation 2005;
- Local Government Code of Accounting Practice and Financial Reporting; and
- Australian Accounting Standards.

Within five months after the end of each financial year, Council must prepare its Annual Report in respect to the implementation of its Operational Plan. This report includes:

- the assets acquired by Council during that year; and
- the assets held by Council at the end of that year, for each of Council's principal activities;
- a report on the condition of the public works under the control of Council (Special Schedule 7) as at the end of that year, together with an estimate (at current value) of the amount of money required to bring the works up to a satisfactory standard, an estimate (at current value) of the annual expense of maintaining the works at that standard and Council's program of maintenance for that year in respect of the works.

The results in Special Schedule 7 (reported in the Annual Report) flows directly from the Delivery Program which includes performance indicators for the levels of services provided by infrastructure assets. In addition to the performance measures referred to above, Council will also continually monitor and review the condition of its infrastructure assets, the Levels of Services these assets, as well as any funding gaps. This data will be then used to inform and update Asset Management Plans and the Asset Management Strategy.





# WORKFORCE MANAGEMENT STRATEGY 2018/19-2020/21

## OVERVIEW

An effective workforce management strategy aims to align the needs of the business and community, with its employees to deliver the organisation's objectives in line with its overall mission and values. The benefits of workforce planning outweigh mere legislative compliance. Council's *Workforce Management Strategy* is supported by the *Delivery Program 2018/19-2020/21* and develops plans around its people management in order to prepare for the future delivery of its services.

The strategy is an analysis conducted by management of each element of the *Delivery Program* to determine the current and future workforce needs that will ensure delivery of Council's desired goals. In order to achieve this, we need to understand our current workforce, our environment and how well we are meeting our service needs now, as well as develop a clear understanding of what we intend to deliver in the future.

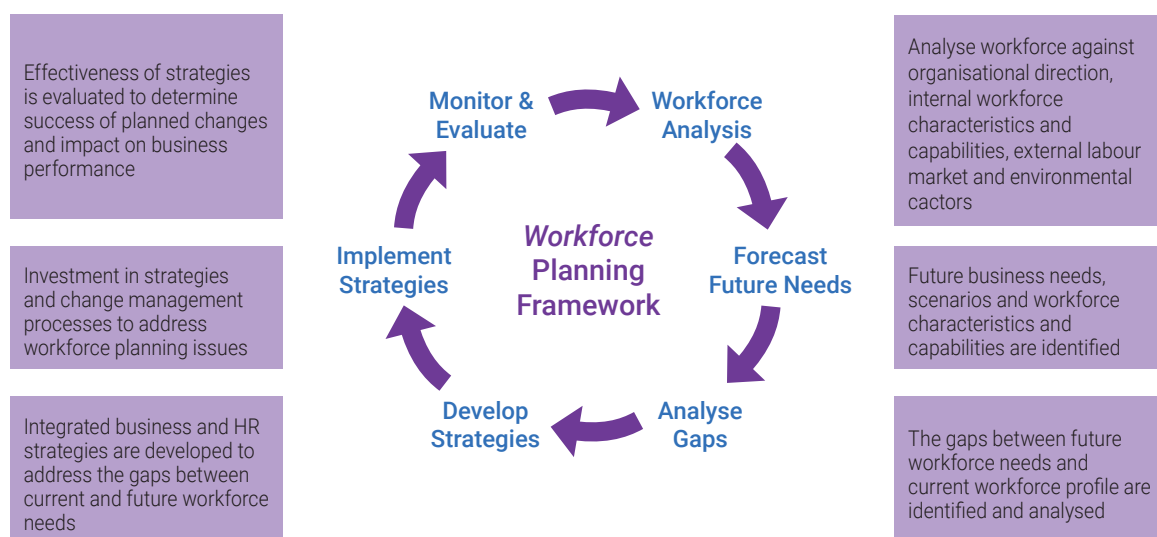
Meeting community priorities depends on having the right amount of employees with the right skills in the right place, at the right time. Workforce planning aims to identify the skills needed in our workforce, to select the best available talent and to retain and develop this talent into the future. Workforce planning provides a platform to systematically address issues that are driving workforce change and to develop a strategic approach for the management of our human resources.

Council has been committed to workforce planning for some time. Council first prepared a *Human Resources Strategic Plan* in 2005 which focused on two major external drivers - industrial relations and emerging labour market characteristics. That plan guided the development and management of Council's workforce until 2009/10, at which time Council prepared its first *Workforce Management Strategy* in accordance with IPR requirements. Council reviewed and updated that strategy in 2013 and again in 2018.

This strategy has been prepared in line with the *Community Strategic Plan*. The strategy describes Council's current workforce (human resource capacity and capability) and details where Council wants to be in the future, in terms of achieving the community's long term goals (outcomes) as outlined in the overarching *Community Strategic Plan*. It also describes Council's desired position as an employer of choice, addressing human resource requirements that are aligned to its *Delivery Program*.

Workforce management planning is not solely the role of Council's Workforce Planning Department - it is collectively driven by the senior management team (MANEX), managers (Extended MANEX) and supervisors/team leaders.

The following diagram illustrates the key steps in workforce planning:



Source: State Services Authority - [www.ssa.vic.gov.au](http://www.ssa.vic.gov.au)

## CURRENT WORKFORCE ANALYSIS

Council aims to be an employer of choice with the ability to attract and retain a diverse workforce, employed in many different capacities, under a range of flexible employment structures.

The primary sources of Council's current workforce data are its Human Resources Information System (HRIS) and payroll database. Where possible Council's current workforce data have been compared to benchmarking survey results including the 2010 OLG *Census of Local Government Employees* (August 2011), OLG Comparative Information, salary surveys, employee survey and *NSW Local Government HR Metrics Benchmarking* (LGSA 2017).

### STAFF ESTABLISHMENT

The organisational structure as at 30 June 2017 (i.e. the budgeted staff establishment) comprises 373.32 full time equivalent (FTE) positions. The FTE comprises of a headcount of full time, part time and casual workers as outlined in the following table.

YEAR	FTE	FULL TIME	PART TIME	CASUAL	TOTAL HEADCOUNT
2016/17	373.3	329	69	76	474

Staff establishment has remained fairly consistent throughout the last four years, as outlined in the following comparative table.

YEAR	FTE	FULL TIME	PART TIME	CASUAL	TOTAL HEADCOUNT
2015/16	374.6	344	58	82	484
2014/15	367.8	337	62	90	489
2013/14	372	326	65	46	437

Casuals are employed on ad hoc basis across the organisation to meet unplanned staff absences or additional workload. The following three Divisions have specific seasonal needs:

- Community and Library Services Division (CLS) - mainly Family Day Care (Community Development Department) and Stanton Library (Library Services Department).
- Engineering and Property Services Division (EPS) - mainly Depot and road maintenance (Works Engineering Department)
- Open Space and Environmental Services Division (OSE) - mainly North Sydney Oval Function Centre (North Sydney Oval business unit), North Sydney Olympic Pool including Lane 9 Gym (North Sydney Olympic Pool Department) and Street Cleaning (Environmental Services Department) which includes New Year's Eve clean-up crew.

### DIVERSITY

As at 30 June 2017, Council's gender balance of full time and part time staff is relatively balanced, with approximately 54% males and 46% females. This is consistent with the NSW local government workforce in which females make up 46%. The following table compares Council's gender data between 2013 and 2017.

YEAR	FTE FEMALE	FTE MALE
2016/17	182	216
2015/16	176	226
2014/15	178	221
2013/14	172	219

As shown in the following table, we have reasonable diversity representation at Council. The average percentage of culturally and linguistically diverse staff recorded in the 2017 *Local Government Benchmarking Survey* for urban councils was 6.44%, compared to 13.5% at North Sydney Council. A score of 13.5% places Council in the 85<sup>th</sup> percentile of councils and this has been achieved through consistent practice and standards and clear recruitment policies. Council also provides a wide range of training to its employees to support diversity and EEO within the workplace. This includes EEO and Diversity Awareness, Recruitment and Selection, and Bullying and Harassment Prevention and Awareness Training.

EEO TARGET GROUP	2016/17
Women	45.7%
Indigenous people	2%
People from culturally and linguistically diverse backgrounds	13.5%
People with disabilities	1.3%

Flexibility has always been a successful strategy retention strategy for Council. Council operates a flexi time system for indoor staff and a nine-day fortnight for outdoor staff. Where possible, as long as business needs are adequately met, the organisation considers flexible working arrangements including part time work, new arrangements of working hours and working from home. An increasing number of staff have documented agreements regarding individual flexible hours which assist them with travelling outside of peak travel time to better manage their work and home life responsibilities.

In 2017/18 Council ran an Equal Employment Opportunity (EEO) training program for all staff to increase staff awareness of equality, discrimination issues and the expected behaviours. This training was launched to coincide with the updated *Anti-Discrimination and EEO Policy*. Council's *EEO Management Plan* was reviewed in 2016 and is due to be reviewed again in 2020.

As shown in the following table, in terms of position type, 100% of executive staff were male as at 30 June 2017 however there are 10 female managers with at least three of those managers taking on senior staff higher duties when opportunities are available. Council launched its Leadership Program in 2016/17 which has included training specifically for women in leadership roles.

EMPLOYMENT GENDER DISTRIBUTION			
	MALE	FEMALE	TOTAL
Executive	6 (1.54%)	0 (0%)	6 (1.54%)
Executive + Managerial	21 (5.28%)	10 (2.51%)	31 (7.79%)
Non-managerial	206 (51.76%)	161 (40.45%)	367 (92.21%)

### AGE SPREAD

The following table shows the employee age spread as at 30 June 2017. Council's age distribution is very similar to other urban councils and is exposed to the aging workforce issue. 27.1% of staff are over 55 years of age which means there is a high risk of knowledge loss as long serving staff retire in the next 10 years. Contingency planning and knowledge transfer and retention will be critical to Council's ongoing success during this period.

AGE BRACKET	NUMBER (AND %)
<25 years	7 (1.8%)
25 to 34 years	62 (15.6%)
35 to 44 years	118 (29.6%)
45 to 54 years	103 (25.9%)
55 to 64 years	96 (24.14%)
65+ years	12 (3.0%)

## LENGTH OF SERVICE

The following table shows Council staff length of service as at 30 June 2017.

PERIOD	NUMBER (AND %)
0 to 1 year	44 (11.1%)
2 to 5 years	93 (23.4%)
6 to 10 years	90 (22.6%)
11 to 20 years	120 (30.2%)
21 and over	51 (12.8%)

Local government generally attracts staff to stay for reasonable periods. An indication of the rate of retention can be the number of years' staff are employed at Council. As at 30 June 2017, 43% of staff have been with Council over 10 years. This demonstrates staff retention at Council.

## TURNOVER

A desirable turnover rate is considered to be approximately 10% to 12% per annum. The following table summarises Council's staff turnover between 2013 and 2017.

NUMBER OF TERMINATIONS	2013/14	2014/15	2015/16	2016/17
FT and PT terminations (as a % of FTE)	26 (7%)	38 (10%)	47.58 (12.7%)	60.48 (16.20%)
Retirements	1 (0.26%)	5 (1.3%)	3 (1%)	13 (3.48%)

The rate of retirement rose in 2016/17 as some employees had been postponing retirement until amalgamation decisions were confirmed. This trend is likely to continue as Council has a high percentage of staff over 55 years, as noted above. The 2016/17 turnover figure increase also reflects a large proportion of temporary roles coming to completion (eight roles). It is also noted that employment rates in NSW have recently increased and competition for skilled employees is rising.

Council aims to articulate and implement a strong employee value proposition to drive retention. Council aims to be an employer of choice by offering salaries in line with the local government employment market, health programs, flexibility, training, education assistance, a safe environment and employee assistance.

Council benchmarks salaries each year using the *Mastertek Salary Survey* and makes recommendations in order to keep salaries in line with the 75th percentile of the urban Sydney local government market.

Council has an established *Health Matters Program*. The emphasis of this program is to encourage employees to improve and maintain their health, fitness and wellbeing. This program aims to impact on keeping our employees healthy while also contributing to team work, resilience building and providing a good employee offer to encourage retention. These programs include fitness assessments, fitness classes run during lunch time and after hours, weight loss programs, quit smoking programs, flu vaccinations and skin cancer checks.

As employees are remaining with Council for longer periods the challenge is to continue to provide development opportunities throughout their employment. This can be accomplished through job sharing, encouraging staff with formal and informal learning opportunities and identifying projects and implementing working parties in which staff can participate. Recently, two staff from the City Strategy Division have taken up secondments to the NSW State Government, and there have been six internal secondments within the following departments: Development Services, Integrated Planning and Special Projects (Economic Development and Community Engagement), Environmental Services, Strategic Planning, Financial Services (Rates) and Environment and Building Compliance. This allows staff to

develop new skills and experience a new aspect of the organisation, thus diversifying employee skill sets and allowing career development opportunities. Council has also had 23 internal transfers/promotions since June 2017 which highlights that there are internal opportunities for staff.

Council has, over the last two years, provided opportunities for staff to gain formal qualifications in management. Over the last two years, supervisory staff have been offered access to the Certificate IV in Leadership and Management, two managers have completed the Diploma in Leadership and Management and one manager has completed the Advanced Diploma in Leadership and Management.

Over the last two years, 20 employees have accessed the Education Assistance Program to continue their professional development. For outdoor staff this has mainly been through acquisition of Certificate IV or Diploma qualifications in Horticulture, Operational Works and Management; whilst indoor staff have utilised this provision to study a range of qualifications at diploma, degree and post graduate level.

### SKILLS SHORTAGES

Council's recruitment experience to date has identified that the following roles, as shown in the following table (listed alphabetically by position title), fall into the "hard to recruit" category. Positions that fall into this category require either specialist local government experience, specialist qualifications and/or are difficult to fill because of the very nature of the work, remuneration level or travel times or distance to/from the workplace of likely candidates.

POSITIONS	DIVISION	REASON/COMMENT
Accountants	COS	Low turnover. However, if vacancy occurs, shortage of applicants with both the specialised qualifications and local government experience required.
Building Compliance	CIS	Conflict associated with the role, making it less attractive to applicants. Increases in legislative requirements will mean increased training required. Highly knowledgeable population who often challenge council decisions requires a higher standard from officers on documentation
Building Surveyor	CIS	Increased demand due to legislative requirements and also higher level of accreditation making it more difficult to become accredited. Due to growth of private certifiers individuals can earn high wages through self-employment.
Environmental Health Officer (EHO), especially more senior officers with wide experience	CIS	Changes in legislation mean more work in this area however the number of available EHO's have not increased.
Drivers (MR Licence)	OSE	Overall shortage in supply; currently sourced most successfully via labour hire.
Engineers - Traffic and Assets Civil	EPS	Low turnover. However, if vacancy occurs, shortage of qualified candidates with local government experience.
Geographical Information Systems (GIS) Mapping Officer	COS	Low turnover. However, if vacancy occurs, shortage of qualified candidates with local government experience.
Library (Shorelink)	CLS	Unusual mixture of Library and IT qualifications; Turnover low. However, if vacancy occurs, short supply. Is currently a shared resource between neighbouring councils.
Lifeguard	OSE	Specialised qualifications; shift work required to cover opening times; currently sourced most successfully via specialist sports agency.
Low skilled employees ie. labourer, street cleaner	OSE	Remuneration low; travel distance to work (due to shortage of affordable housing in North Sydney and surrounding areas).
Parking Services Officer	CIS	Enforcement nature of role; Council receives numerous applications, but the quantity of candidates with suitable skills, abilities and motivation to do the job is low.

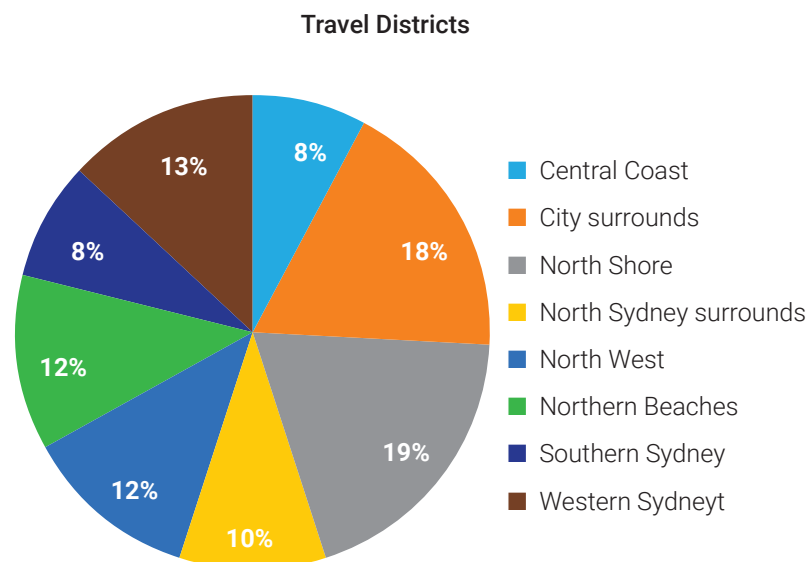


POSITIONS	DIVISION	REASON/COMMENT
Revenue and Rates Officer	COS	Low turnover. However, if vacancy occurs, shortage of applicants with both the specialised knowledge and experience required
Town Planners (with experience)	CIS	Historically a shortage of supply, but recently in less demand due to general reduction in building work across local government. Private certification has also impacted. State government projects are impacting on availability as, State pays higher than local government and has higher award conditions
Tradespeople	EPS	Short supply, particularly arborists; other shortages include stonemasons, carpenter, painters, mechanics etc. Due to the huge amounts of development in NSW at the moment this is adding to the shortage as well as these tradespeople are able to demand high returns as contractors or through self-employment

Organisations experiencing both skills shortages and constrained employment budgets may increase their reliance on external contractors. The positives include quick implementation of expertise into delivering a project/service without the long term employment costs. The negatives include lack of skill development of existing staff which has a flow on effect through reduction of ongoing human resources capacity. In addition, employment costs are masked as contractors may not be considered employment costs but operating costs.

### TRAVEL DISTANCE

Most councils draw a significant portion of their labour force from within their local area, however North Sydney Council is different in that high housing prices precludes many employees from living within the LGA. As at June 2017 only 10% of employees live within five kilometres of Council, as shown in the following graph.



Travel times and difficulty finding parking are significant detriments to many potential employees. Council offers a contribution to employee travel costs as it encourages staff to use public transport. 54% of staff travel at least sixty minutes on a one-way journey to work, which means that staff spend at least two hours each day travelling to and from work. As further parking restrictions are implemented and new developments are built parking is becoming an issue for staff commuting.

## EMPLOYEE COSTS

As outlined in the *Long Term Financial Plan*, in order to meet its obligations to the community in the future, it is important for Council to manage its operational expenditure, of which a substantial proportion (39%) is its employment costs. The Long Term Financial Plan indicates that, whilst maintaining the current staffing levels, total employment costs have been forecasted to increase by a maximum of 4.1% per annum (taking into account such factors as Award increases, salary step increases as a result of performance appraisals, and employer superannuation liabilities).

Changes in employee costs impact both on revenue and expenditure. Terminations will impact on the employee entitlements' reserve, employee entitlements' liability as well as recruitment and training costs. Total employee costs are a combination of direct wages and salaries plus overheads that include workers' compensation, superannuation, training and advertising. The following table shows employee costs as a percentage of total expenditure.

EXPENDITURE (\$'000)	2014/15	2015/16	2016/17
Employee Costs	38,756	40,544	41,367
Total costs from continuing operations	93,644	99,236	106,512
Employee Costs as % of Total Expenses	40%	40%	38.8%

During this period the following new positions or staffing changes have also been identified and budgeted for in 2017/18:

DIVISION	POSITION/JUSTIFICATION
CIS	Economic Development Officer (12 month appointment)
CIS	Two Graduate Environmental Health Officers (to train and develop our own talent due to skills shortage (12 month appointments)
CIS	Parking Service Officers X 2
COS	IT Business Analystist - to improve planning and implementation of new IT systems and processes

The following analysis details what drives Council's employee costs:

## AWARD INCREASES

Effective from 1 July 2017 was a 2.35% increase in accordance with the *Local Government (State) Award 2017* and there will be 2.5% per annum until 2019. This Award is due to expire in late 2020 and a new Award with (anticipated) negotiated pay increases will come into effect in mid-2020.

## SALARY SYSTEM

The *Local Government (State) Award 2017* requires that each council establishes a salary system and provides for a system of progression through a salary range. Councils may also make available access to bonus payments or other opportunities for additional reward for those staff who have progressed through the salary system to the maximum point/step for their position. It should be noted that skills and performance progression increases are paid on top of Award increases. North Sydney Council's salary system has established a series of grades for each position, based on a job evaluation system and market comparisons. Staff are able to progress through their salary grade range in accordance with Award requirements.

In 2009, in consultation with employees and Unions, Council reviewed its Performance Planning and Assessment (PPA) System in order to make it more sustainable. Council has maintained access to a bonus system for staff within its PPA system which allows staff to progress through their salary range. In 2017, 60% of staff achieved a step or bonus through this system.

**MARKET COMPETITIVENESS**

Council aims to provide a fair reward system for employees which allows for internal equity and external competitiveness. As mentioned under "Turnover", Council aims to position itself at the 75th percentile of salaries at comparable councils. Council participates in the annual *Mastertek Salary Survey* and compares salaries to its report and makes recommendations regarding positions falling below the 75th percentile. Each year salaries are adjusted in order to remain within this percentile.

**TRANSPORT ALLOWANCE**

Over 54% travel for over 60 minutes to work every day. In line with one of the key objectives of the *Community Strategic Plan*, Council promotes use of public transport as well as encourages alternative modes of transport. In contrast to the majority of other councils, Council does not provide staff parking. In order to attract and retain staff and to encourage use of public transport, Council offers a subsidy to staff using public transport.

**WORKERS COMPENSATION PREMIUMS**

Council continues to managing its workers compensation and work health and safety expenditure closely. In the LGNSW benchmarking survey, one of the metrics related to the Workers Compensation Premium Rate (i.e. Workers Compensation Premium/Total Salaries & Wages x 100). The results were compared across 70 councils and ranged between 2.5% and 10%. North Sydney Council has been managing its costs within the 2.5% range as demonstrated in the following table and graph.

**6.6. Workers Compensation Premium Rate**

**Result for North Sydney Council compared to the sample**

	Result	Area (sq km)	Est. res. population	Total ord. expenditure	EFT Staff
North Sydney Council data	2.5%	10.50	63,914	\$71,327,000	388.0
Min	0.0%	7.10	1,700	\$4,610,000	36.0
25th Perc.	2.6%	93.20	13,277	\$28,356,750	173.3
Median	3.3%	1,013.15	44,821	\$58,996,500	294.5
75th Perc.	4.8%	4,042.10	75,775	\$81,363,750	459.5
Max	10.0%	17,928.60	299,797	\$378,770,040	1,632.0
Council Percentile - In sample	20%	4%	65%	67%	64%

**Definition of the measure**

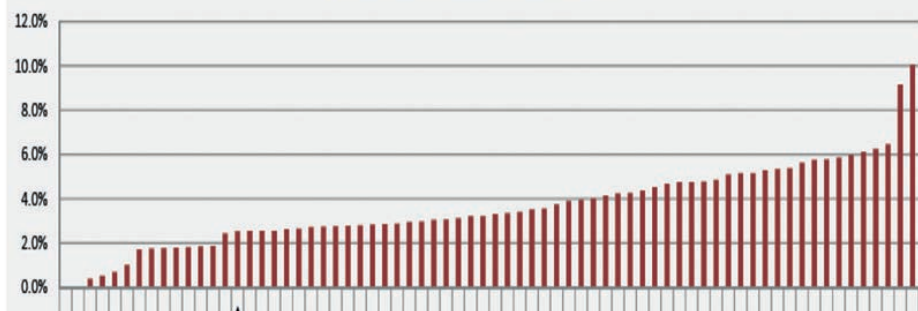
(Workers Compensation Premium / Total Salaries & Wages)\*100

Councils in sample: 70

Sample as % of comp. group: 46%

Average result in sample: 3.6%

**Data distribution of councils in sample**



## PLANNING ASSUMPTIONS

North Sydney Council faces the same challenges as most urban councils. The factors impacting Council are:

### STATE AND FEDERAL GOVERNMENT CHANGES

State and Federal Government changes have resulted in reduction of funding opportunities and a devolution of responsibilities to local government. Policies specifically impacting on councils have been urban consolidation and development of transport corridors. Due to the increased complexity and change in State departments there are increased demands from the public for council help in navigating and understanding services.

Third party support for the major State transport developments including the B-Line, Metro and Western Harbour Tunnel and Beaches Link mean there is a high demand on the planning and engineering services.

### LEGISLATIVE CHANGES

Legislative changes and changes to standards have resulted in increased responsibilities for local government i.e. GIPA, Food Authority guidelines, EPA Act. New legislation is often untested so takes time to navigate and work through the grey areas and complexities.

### RAPID CHANGES IN TECHNOLOGY

Increasing the pace of change, offering more potential to do things differently but also requiring new sets of skills and also increasing risks in relation to security of information. The introduction of digital technology and the development of software applications are changing the way people do business which means there are new services which introduce new issues to be managed i.e. Uber and bicycle renting applications.

### ENVIRONMENTAL CHANGES

Weather patterns are becoming more severe, increasing importance placed on environmental and corporate sustainability. More interest and demand for and energy and water saving strategies, technologies and information. The issue of recycling as waste depots fill will have demands increasing on local government.

### SOCIAL CHANGES

Including an ageing population nationally but also particularly within local government is beginning to impact on local government. The aged population requires increased support services and different types of service and access. The increase in Australian population has put increased pressure on infrastructure especially for affordable housing and transport.

### CUSTOMER EXPECTATIONS

There are increasing expectations for services from residents regarding their local community particularly in emergency management, asset management and maintenance, as well as provision of welfare and support services. Councils are also increasingly expected to take a lead role in economic and social development. With population growth affordable housing has become a growing issue.

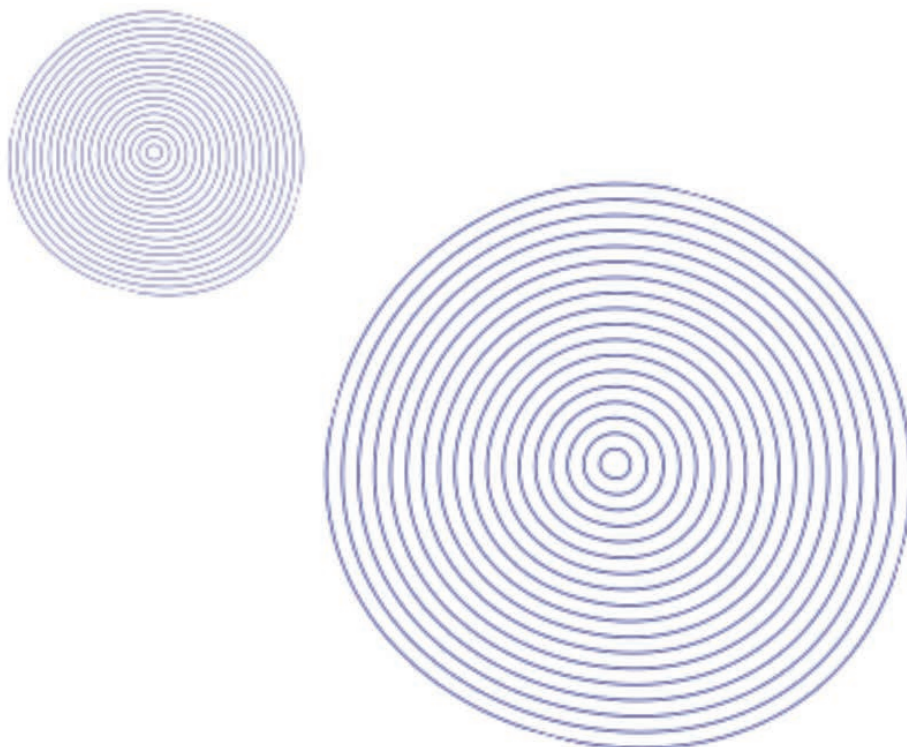
**GROWTH**

In development is having considerable impact on the North Sydney LGA leading to increased demand from the public in access to open space and to monitor and enforce regulations regarding construction and parking.

**RAPID EXPANSION AND REDUCTION IN SOME STATE SERVICES**

Rapid expansion and reduction in some State services have left some people with an increased sense of isolation. There is more demand for Council to provide services to the community which offer social opportunities for people to build relationships e.g. high interest in volunteer activities.

In essence there is increasing change to the type of responsibilities councils have and the range of work that they are involved with. This has led to increasing scope of duties for individual workers within Council with the pressure of working within ever tightening budgets.



## GAPS AND FUTURE NEEDS (IMPROVEMENT PLAN)

After analysing the current workforce data, comparisons can be made between current supply levels and forecasted labour demand based on the priorities outlined in the *Community Strategic Plan and Delivery Program*. Forecasting Council's future needs includes identifying what capabilities, competencies and service levels are needed in our workforce and where they should be concentrated.

Each manager will be tasked with reviewing their area in the context of the *Delivery Program* to identify the nature of the changes impacting on their department in order to provide an analysis of the staffing that is required (including retention of current staff) the types of skills required and the most effective structure for delivering the services. During this process contingency plans for each department will be reviewed. Contingency plans highlight the positions which have a high risk of disruption if a member of staff leaves the organisation. The contingency plans identify potential gaps and develop strategies to assist in retention of knowledge, identify staff development and highlight how positions can be recruited in the future.

### KEY FOCUS AREAS

A key objective of Council's *Workforce Management Strategy* is to retain "its best" and maintain a qualified and capable workforce able to meet service expectations. The reality is that Council will be operating in a "restrained, non-growth" period where budgets and resources are limited and where there are ongoing pressures to "do more with less".

An internal study has been undertaken regularly to assess organisational engagement and culture (internally known as the *Employee Survey*). The engagement and culture study was particularly focused on investigating employee perceptions of their workplace in areas such as: engagement and leadership; values and conduct; workplace experiences; diversity and wellbeing; and intentions to stay. While engagement levels were high (75%) in the survey, levels of awareness of the vision and strategy of senior management could be improved (49% and 45% respectively).

As a result of the above initiatives, the following issues are identified as priorities for Council's *Workforce Management Strategy*:

- a) Attracting and retaining talent and knowledge of our employees
- b) Providing a safe respectful work place with an emphasis on wellbeing
- c) Focus on learning and development especially on upskilling employees in technology currently employed and any new technology to be implemented
- d) Developing our leadership in order to communicate and provide a clear direction, vision and strategy for the organisation
- e) Planning for our workforce needs
- f) Responding to changing and service demands from our community
- g) Continually improving our systems and processes for operational efficiency
- h) Enhancing our service through technology

The following strategies, categorised under the three key focus areas - Organisational Development, Workforce Structure and Sustainability and Employee Support and Productivity, will help us meet these organisational priorities. The focus areas reflect the importance of our employees and the value we place on their development, retention and wellbeing. The accompanying action plan, encompasses initiatives aimed at staff development, improving work life balance and maintaining healthy lifestyles and developing leadership within our organisation and the community.

## 1. WORKFORCE STRUCTURE AND SUSTAINABILITY

In order to deliver services as stated in the Community Strategic Plan and Delivery Program and to meet statutory obligations, Council needs to have an effective, efficient and flexible organisational structure with appropriate staffing levels. We also need to be able to respond to emerging priorities, objectives and changes expected to our workforce demographics in the short and medium term.

Council needs to constantly (and consistently) explore opportunities for more efficient ways of working, focusing on opportunities for low-cost workplace innovation, leveraging technology to reduce workload, opportunities to be 'resource smart' or to tap into resources, e.g. funding that may become available. Council will need to structure jobs and the workplace through smart redesign of job functions and adopt progressive employment practices, to channel our resources where most needed.

Attraction and retention is a key issue for Council in the last twelve months' turnover has increased to 16%, which is putting a considerable strain on parts of the organisation such as Environmental and Building Compliance, Document Management, Customer Service and Strategic Planning. Council will review its marketing strategies and concentrate on improving onboarding and induction of staff. The annual review of salaries against the market will assist in maintain competitive salaries while reviewing the Performance Planning and Assessment system offer will assist in rewarding staff for good performance.

## 2. ORGANISATIONAL DEVELOPMENT

Council is committed to the development of employee capability so as to optimise productivity by having a skilled and flexible workforce which can respond to changing business directions and needs whilst also encouraging employees to reach their full potential and work safely. The training and education of staff is seen as an essential element of assisting staff to develop and maintain the skills, knowledge and abilities necessary to enhance organisational performance. Council has a corporate training calendar where staff can nominate and are selected to attend generic skills training as well as the ability to nominate for specific job related courses.

In 2017/18 Council developed a Leadership Program focusing on key skills that managers identified that they needed in the current work place. For the last 10 years Council has encouraged all supervisory and management staff to gain formal qualifications and have sponsored staff to achieve Leadership and Management qualifications at Certificate IV, Diploma and Advanced Diploma level. Leadership development will continue with a focus on providing our leaders with the skills to help align our workforce culture with our vision and strategy.

Having a highly qualified and skilled workforce, Council needs to continue to maintain and enhance these skills and identify how transferable skills can be shared within the workforce. The development of "workplace champions" as knowledge source points and internal coaches is vital to retaining and sharing our knowledge. In a period of budget restrictions developing specific employees with knowledge and skills in coaching is a cost efficient method of delivering skills and sharing knowledge and may help retain staff. It has been identified that in order to leverage technology, staff need to improve their skills in the current applications established in the organisation.

Council will also provide an expanded e-learning offer where staff can self-select on line learning to enhance their skills.

Given that a high number (20 of 33) of managers are aged 55 years or older and could retire in the next five years, Council has developed contingency plans around these positions which concentrate on documenting key knowledge and developing internal staff who are capable of assuming key duties. These plans need to be reviewed and linked to individual employees' training plans.

### 3. EMPLOYEE SUPPORT AND PRODUCTIVITY

Organisations in which employees are fit and healthy and have a good work-life balance, experience reduced turnover, reduced incidents/injuries and increased employee satisfaction. It is vital that Council assists its employees to maintain their health and wellbeing so that they are able to continue working productively for as long as they desire as well as enjoying their leisure pursuits and/or retirement. Council has an ageing workforce and it is quite likely that more employees will continue to work later than their predecessors. This focus area also requires a progressive review of all staff policies to ensure that they maintain currency and provide a best practice approach to governance and employee relations.

#### IMPROVEMENT PLAN

Each of the key focus areas include initiatives that will be rolled out across the organisation. Council's Workforce Planning Department will collaborate with the organisation, business units (departments and functions), managers, coordinators and supervisors as well all employees to assist in the achievement of these initiatives. The following strategies contribute to achievement of the following desired outcomes and strategies within the *Community Strategic Plan*:

CATEGORY	STRATEGIES
<b>1. Workforce Structure and Sustainability</b> - maintain Council's attractiveness in order to attract and retain high performing staff	1.1 Utilise e-recruitment to provide more efficient and timely recruitment. Develop a more seamless applicant driven follow
	1.2 Review the employee value proposition to attract talent.
	1.2 Improve the employee on boarding and induction offer.
	1.3 Maintain a diverse workforce through good inclusion practices.
	1.4 Benchmarking Workforce Management Strategy and WHS performance across NSW metro councils.
	1.5 Participate in NSW council salary survey and maintain salaries within 75th percentile range.
	1.6 Review Performance Planning and Assessment process whilst maintaining integrity of the budget.
<b>2. Organisational Development</b> - to develop employee capability to ensure a skilled and flexible workforce	1.7 Continue to provide flexible work arrangements that attract and retain staff.
	2.1 Provide training for staff which focuses on technology skills improvement in software applications utilised at Council.
	2.2 Provide e-learning tools for employees to support their skills development.
	2.3 Develop contingency plans in highlight training needs and identify knowledge retention strategies.
	2.4 EEO and Diversity awareness training to be developed for the organisation.
2.5 Coaching managers in performance development and continuous improvement..	
<b>3. Employee Support and Productivity</b> - implement best practice to human resource strategies to support employees in the workplace and create a respectful, safe healthy workplace	3.1 Relaunch of values and mission of the organisation and integrate this into our organisational culture.
	3.2 Implement Employee Wellbeing programs support the ongoing health of employees.
	3.3 Develop retention strategy to support employees in the workplace throughout their career.
	3.4 Review the Employee Assistance Program offer.
	3.5 Implement the WHS Strategy.



## RESOURCING

Implementation of the *Workforce Management Strategy* is directly aligned with the objectives of the *Community Strategic Plan* and *Delivery Program*. Responsibilities have also been allocated within the *Improvement Plan* in the preceding section.

The cost of implementing the *Workforce Management Strategy* has been incorporated within Council's three-year financial estimates accompanying the *Delivery Program* and *Long Term Financial Plan*. However, it is noted that this strategy reflects Council's intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

The responsibility for implementing Council's IPR Framework, including this strategy, rests on all internal stakeholders. However, the level of responsibility differs amongst the various stakeholders. The following outlines the key stakeholders' roles and responsibilities:

- The Mayor and Councillors delegate responsibilities to the General Manager and senior staff to develop and oversee the implementation of the *Community Strategic Plan*, *Delivery Program* and *Resourcing Strategy* in accordance with the legislative guidelines as well as leading community engagement;
- The General Manager is responsible for overseeing the preparation of Council's IPR Framework and reporting progress and performance regularly;
- The Senior Management Team is responsible for ensuring the key focus areas and related strategies for 2018/19-2020/21 are agreed and resourced;
- Council's Workforce Planning Department and Integrated Planning and Special Project Department provide support to the Senior Management Team and are responsible for monitoring implementation and performance reporting;
- Managers and staff are responsible for supporting the Senior Management Team in implementing the *Community Strategic Plan*, *Delivery Program*, annual *Operational Plan* and the individual components of the *Resourcing Strategy*; and
- The Consultative Committee is a key forum for consulting staff when developing an appropriate workforce structure. This is essential to the change management process required to drive any significant changes and improve ownership of this plan.



## MONITORING AND EVALUATION

Council will periodically monitor and evaluate implementation of the Improvement Plan within the *Workforce Management Strategy* to ensure it is appropriate to workforce needs.

Performance will be monitored by Council's Senior Management Team via annual progress reports tracking implementation of the three-year actions and the key performance indicators outlined below. These reports will be prepared as part of annual budget preparations. Monitoring will be complemented by periodic performance reporting against related actions within the *Delivery Program* and *Annual Report*, and via feedback provided by key stakeholders as part of the implementation process.

KEY FOCUS AREA	KEY PERFORMANCE INDICATORS
1. Workforce Structure and Sustainability	<ul style="list-style-type: none"> <li>Percentage employee turnover (target at or below 15%)</li> <li>Percentage of staff satisfied with the organisation</li> <li>Percentage of staff on exit who recommend Council is a 'good organisation' to work for</li> </ul>
2. Organisational Development	<ul style="list-style-type: none"> <li>Number of training opportunities provided</li> </ul>
3. Employee Support and Productivity	<ul style="list-style-type: none"> <li>Number of employees utilising health and wellbeing programs</li> <li>Sick leave rate is less than 5%</li> <li>Annual leave liability (percentage controllable hours)</li> <li>Lost time injury frequency rate</li> <li>Number of workplace safety incidents</li> <li>Workers compensation premium rate</li> <li>Percentage of WHS risk assessments completed</li> </ul>

Evaluation will include reviewing and amending strategies, as required, where goals are not being achieved or where changes affect set goals and strategies. Recommendations will be incorporated into Council's workforce planning cycle that will align to the term of Council.



Outdoor staff at Cremorne Point Reserve

## APPENDIX 1: ASSET MANAGEMENT POLICY

### 1. STATEMENT OF INTENT

- 1.1 North Sydney Council is responsible for a large and diverse asset base. According to Council's Charter under the Local Government Act 1993 with regard to asset management, Council should:
- a) Provide directly, or on behalf of other levels of government after due consultation adequate, equitable and appropriate services and facilities for the community and to ensure that those services are managed efficiently and effectively;
  - b) Have regard to the long term and cumulative effects of its decisions; and
  - c) Bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- 1.2 The objectives of this Policy are to set a broad framework for implementing consistent asset management processes throughout North Sydney; and to ensure adequate provision is made for the long-term replacement of major assets by:
- a) Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
  - b) Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets;
  - c) Creating an environment where all Council employees take part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council;
  - d) Meeting legislative requirements for asset management;
  - e) Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated;
  - f) Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

### 2. ELIGIBILITY

- 2.1 This Policy will apply to all Councillors, employees of Council and external consultants employed as representatives of Council.

### 3. DEFINITIONS

- 3.1 An 'asset' refers to any resource with a financial value attached to it, normally acquired to ensure local service delivery. Council assets include finances, plant and equipment, infrastructure, buildings, open space, other property and any other resources under its ownership or care and control.
- 3.2 The term 'asset management' describes the combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

### 4. PROVISIONS

This Policy is linked to implementing Council's vision, mission and core values as outlined in the *Community Strategic Plan*. The following provisions outline the guiding principles of effective asset management that must be observed by Councillors, employees and consultants for all Council activities.

- 4.1 A consistent *Asset Management Strategy* must exist for implementing systematic asset management and appropriate asset management best-practice throughout all Council departments.

- 4.2 All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.
- 4.3 Asset management principles will be integrated within existing planning and operational processes.
- 4.4 An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.
- 4.5 Asset renewals required to meet agreed service levels and identified in the adopted asset management plans and long term financial plans will be fully funded in the annual budget estimates.
- 4.6 Service levels agreed through the budget process and defined in the adopted Asset Management Plans will be fully funded in the annual budget estimates.
- 4.7 Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.
- 4.8 Systematic and cyclic reviews will be applied to all asset classes and are to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards.
- 4.9 Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.
- 4.10 Create an environment where all Council employees take part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by training and development.
- 4.11 Future service levels will be determined in consultation with the community.

## 5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 Council's Engineering Infrastructure Department is the key stakeholder of this Policy. However all related Departments/Council staff who have direct or indirect responsibility for the whole or part lifecycle management of Council assets are also responsible for asset management.
- 5.2 The effectiveness of this Policy shall be reviewed at least once during the term of Council.

## 6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Asset Accounting and Capitalisation Policy
- Asset Management Plans (various per asset class)
- Community Strategic Plan
- Delivery Program
- Financial Management Policy
- Resourcing Strategy - incorporating Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy

The Policy should be read in conjunction with the following documents/legislation:

- Local Government Act 1993

VERSION	DATE APPROVED	APPROVED BY	RESOLUTION NO.	REVIEW DATE
1	21 June 2010	Council	361	2012/13
2	18 February 2013	Council	61	2016/17
3	29 April 2013	Council	239	2017/18
4	25 June 2018	Council	214	2020/21

## APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030												
INCOME STATEMENT	Actuals		Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario-3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	58,831,000	63,186,951	66,784,317	70,642,455	72,308,896	74,015,464	75,763,128	77,552,885	79,385,759	81,262,792	83,185,053	85,150,661
User Charges & Fees	33,691,000	27,555,618	24,517,700	30,818,796	32,317,848	32,789,116	32,785,971	32,793,765	33,449,635	34,118,630	34,801,003	35,497,026
Interest & Investment Revenue	2,407,000	1,585,555	1,411,500	1,291,500	1,171,500	1,051,500	931,500	811,500	691,500	571,500	571,500	571,500
Other Revenues	16,907,000	14,196,469	13,995,700	15,381,585	15,774,114	16,116,345	16,438,573	16,767,244	17,102,487	17,444,440	17,793,230	18,148,992
Grants & Contributions provided for Operating Purposes	5,550,000	4,867,040	4,801,319	4,867,777	4,935,234	5,004,041	4,769,614	4,841,201	4,933,890	5,052,820	5,138,557	5,226,007
Grants & Contributions provided for Capital Purposes	15,773,000	11,861,972	5,050,000	19,050,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000	4,050,000
<b>Other Income:</b>												
Net gains from the disposal of assets	-0	402,000	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
Joint Ventures & Associated Entities	2,205,000	1,030,125	-0	1,055,878	1,087,554	1,120,181	1,153,786	1,188,400	1,224,052	1,260,774	1,298,597	1,337,555
<b>Total Income from Continuing Operations</b>	<b>135,364,000</b>	<b>124,685,730</b>	<b>116,560,536</b>	<b>143,107,991</b>	<b>131,645,146</b>	<b>134,146,647</b>	<b>135,892,572</b>	<b>138,004,995</b>	<b>140,837,323</b>	<b>143,760,956</b>	<b>146,837,940</b>	<b>149,981,741</b>

## APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030												
INCOME STATEMENT	Actuals		Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario-3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	44,992,000	44,813,837	45,393,988	46,413,003	48,910,243	50,329,455	51,337,407	52,365,515	53,414,185	54,483,836	55,574,879	56,687,733
Borrowing Costs	367,000	341,682	671,328	978,841	915,366	848,557	778,248	706,424	631,988	555,334	490,415	455,006
Materials & Contracts	36,799,000	40,050,955	35,502,413	36,260,636	37,484,326	38,501,492	39,160,261	40,034,211	40,723,632	41,528,881	42,350,217	43,187,992
Depreciation & Amortisation	22,111,000	21,504,000	22,020,096	22,460,498	22,909,709	23,367,902	23,835,260	24,311,964	24,798,203	25,294,168	25,800,053	26,316,055
Other Expenses	9,103,000	9,471,053	9,364,075	10,072,622	9,987,618	10,327,185	11,104,878	10,787,825	11,032,428	11,290,465	12,143,063	11,801,495
Net Losses from the Disposal of Assets	1,481,000	-0	994,305	994,305	994,305	994,305	994,305	994,305	994,305	994,305	994,305	994,305
Joint Ventures & Associated Entities	3,000	-0	-	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Total Expenses from Continuing Operations</b>	<b>114,856,000</b>	<b>116,181,527</b>	<b>113,946,205</b>	<b>117,179,905</b>	<b>121,201,567</b>	<b>124,368,896</b>	<b>127,210,359</b>	<b>129,200,244</b>	<b>131,594,741</b>	<b>134,146,989</b>	<b>137,352,932</b>	<b>139,442,586</b>
<b>Operating Results from Continuing Operations</b>	<b>20,508,000</b>	<b>8,504,203</b>	<b>2,614,331</b>	<b>25,928,086</b>	<b>10,443,579</b>	<b>9,777,751</b>	<b>8,682,213</b>	<b>8,804,751</b>	<b>9,242,582</b>	<b>9,613,967</b>	<b>9,485,008</b>	<b>10,539,155</b>
<b>Net Operating Results for the Year</b>	<b>20,508,000</b>	<b>8,504,203</b>	<b>2,614,331</b>	<b>25,928,086</b>	<b>10,443,579</b>	<b>9,777,751</b>	<b>8,682,213</b>	<b>8,804,751</b>	<b>9,242,582</b>	<b>9,613,967</b>	<b>9,485,008</b>	<b>10,539,155</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	4,735,000	(3,357,769)	(4,435,669)	6,878,086	6,393,579	5,727,751	4,632,213	4,754,751	5,192,582	5,563,967	5,435,008	6,489,155

**APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A**

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030												
BALANCE SHEET	Actuals		Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario 3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	14,083,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments	73,145,000	68,369,365	75,549,557	63,348,436	68,206,133	75,169,409	78,225,039	81,296,919	85,161,534	89,527,894	95,527,894	102,873,203
Receivables	5,967,000	6,284,366	5,534,006	7,299,457	6,180,359	6,383,840	6,449,967	6,547,631	6,710,772	6,887,524	7,071,741	7,279,447
Inventories	57,000	57,310	50,802	51,887	53,638	55,093	56,036	57,287	58,273	59,425	60,601	61,799
Other	244,000	286,564	259,625	268,112	274,701	282,552	290,864	294,087	299,492	305,645	315,331	318,202
Non-current assets classified as "held for sale"	4,500,000	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Total Current Assets</b>	97,996,000	76,997,605	83,393,989	72,967,892	76,714,831	83,890,895	87,021,906	90,195,923	94,230,070	99,002,173	104,975,567	112,532,652
<b>Non-Current Assets</b>												
Receivables	450,000	303,814	327,641	354,525	370,673	387,352	404,599	422,449	440,921	460,035	470,876	481,951
Infrastructure, Property, Plant & Equipment	1,019,274,000	1,049,438,804	1,071,755,281	1,107,999,163	1,108,809,219	1,109,354,361	1,112,079,106	1,114,359,531	1,116,186,749	1,117,551,695	1,118,445,123	1,118,857,603
Investments Accounted for using the equity method	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investment Property	95,512,000	96,542,125	96,542,125	97,598,003	98,685,557	99,805,738	100,959,524	102,147,924	103,371,976	104,632,750	105,931,347	107,268,902
<b>Total Non-Current Assets</b>	1,115,246,000	1,146,294,743	1,168,635,047	1,205,961,691	1,207,875,449	1,209,557,451	1,213,453,229	1,216,939,904	1,220,009,646	1,222,654,480	1,224,857,346	1,226,618,466
<b>TOTAL ASSETS</b>	<b>1,213,242,000</b>	<b>1,223,292,349</b>	<b>1,252,029,036</b>	<b>1,278,929,583</b>	<b>1,284,590,281</b>	<b>1,293,448,346</b>	<b>1,300,475,135</b>	<b>1,307,135,827</b>	<b>1,314,239,716</b>	<b>1,321,656,652</b>	<b>1,329,832,912</b>	<b>1,339,151,118</b>

**APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A**

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030													
BALANCE SHEET		Actuals		Current Year		Projected Years							
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>LIABILITIES</b>													
<b>Current Liabilities</b>													
Payables		20,767,000	23,414,440	22,232,000	24,050,126	20,368,373	20,602,355	21,112,270	21,205,339	21,353,808	21,519,818	21,774,774	21,864,509
Income received in advance		2,613,000	1,531,620	1,412,813	1,694,800	1,764,190	1,794,032	1,805,737	1,818,080	1,854,438	1,891,523	1,929,350	1,967,933
Borrowings		811,000	845,550	1,978,149	2,042,583	2,107,096	2,177,930	2,249,482	2,323,531	2,400,138	1,601,542	1,349,279	1,384,588
Provisions		16,021,000	16,843,226	17,641,593	18,475,888	19,347,725	20,258,795	20,258,795	20,258,795	20,258,795	20,258,795	20,258,795	20,258,795
<b>Total Current Liabilities</b>		<b>40,212,000</b>	<b>42,634,837</b>	<b>43,264,556</b>	<b>46,263,397</b>	<b>43,587,384</b>	<b>44,833,112</b>	<b>45,426,284</b>	<b>45,605,745</b>	<b>45,867,179</b>	<b>45,271,679</b>	<b>45,312,198</b>	<b>45,475,825</b>
<b>Non-Current Liabilities</b>													
Payables		-0	17,128	15,145	19,945	8,257	8,322	9,206	9,217	9,228	9,239	9,251	9,262
Borrowings		8,100,000	7,253,977	32,737,686	30,695,103	28,588,007	26,410,077	24,160,596	21,837,064	19,436,927	17,835,385	16,486,106	15,101,518
Provisions		278,000	230,204	241,116	252,518	264,434	276,886	276,886	276,886	276,886	276,886	276,886	276,886
<b>Total Non-Current Liabilities</b>		<b>8,378,000</b>	<b>7,501,309</b>	<b>32,993,946</b>	<b>30,967,567</b>	<b>28,860,698</b>	<b>26,695,285</b>	<b>24,446,688</b>	<b>22,123,167</b>	<b>19,723,040</b>	<b>18,121,510</b>	<b>16,772,242</b>	<b>15,387,666</b>
<b>TOTAL LIABILITIES</b>		<b>48,590,000</b>	<b>50,136,146</b>	<b>76,258,502</b>	<b>77,230,963</b>	<b>72,448,082</b>	<b>71,528,396</b>	<b>69,872,972</b>	<b>67,728,912</b>	<b>65,590,219</b>	<b>63,393,188</b>	<b>62,084,440</b>	<b>60,863,491</b>
<b>Net Assets</b>		<b>1,164,652,000</b>	<b>1,173,156,203</b>	<b>1,175,770,534</b>	<b>1,201,698,620</b>	<b>1,212,142,199</b>	<b>1,221,919,950</b>	<b>1,230,602,163</b>	<b>1,239,406,914</b>	<b>1,248,649,497</b>	<b>1,258,263,464</b>	<b>1,267,748,472</b>	<b>1,278,287,627</b>
<b>EQUITY</b>													
Retained Earnings		813,480,000	821,984,203	824,598,534	850,526,620	860,970,199	870,747,950	879,430,163	888,234,914	897,477,497	907,091,464	916,576,472	927,115,627
Revaluation Reserves		351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000	351,172,000
Council Equity Interest		1,164,652,000	1,173,156,203	1,175,770,534	1,201,698,620	1,212,142,199	1,221,919,950	1,230,602,163	1,239,406,914	1,248,649,497	1,258,263,464	1,267,748,472	1,278,287,627
<b>Total Equity</b>		<b>1,164,652,000</b>	<b>1,173,156,203</b>	<b>1,175,770,534</b>	<b>1,201,698,620</b>	<b>1,212,142,199</b>	<b>1,221,919,950</b>	<b>1,230,602,163</b>	<b>1,239,406,914</b>	<b>1,248,649,497</b>	<b>1,258,263,464</b>	<b>1,267,748,472</b>	<b>1,278,287,627</b>



**APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A**

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030												
CASH FLOW STATEMENT	Actuals		Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario-3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	58,153,000	63,711,631	66,744,543	70,599,510	72,286,001	73,991,850	75,738,774	77,527,769	79,359,858	81,236,083	83,165,830	85,131,005
User Charges & Fees	34,598,000	27,775,154	24,632,959	30,260,974	32,260,974	32,771,236	32,786,090	32,793,469	33,424,751	34,093,248	34,775,114	35,470,619
Interest & Investment Revenue Received	2,909,000	1,058,785	1,312,765	1,405,238	1,133,987	928,851	880,287	757,340	625,785	496,291	488,354	466,909
Grants & Contributions	19,194,000	15,580,506	10,374,476	22,847,800	10,121,090	9,048,807	8,837,446	8,885,756	8,976,840	9,093,773	9,182,035	9,269,355
Bonds & Deposits Received	3,546,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Other	26,751,000	13,874,970	14,103,519	15,109,486	15,927,880	16,095,403	16,424,520	16,749,090	17,080,782	17,422,005	17,770,778	18,125,091
<b>Payments:</b>												
Employee Benefits & Or-Costs	(42,880,000)	(44,290,587)	(44,574,777)	(45,553,483)	(47,990,320)	(49,386,123)	(51,323,855)	(52,351,692)	(53,400,086)	(54,469,455)	(55,560,210)	(56,672,771)
Materials & Contracts	(41,441,000)	(39,210,671)	(36,075,251)	(36,058,652)	(37,313,236)	(38,312,250)	(38,961,524)	(39,956,768)	(40,592,848)	(41,381,613)	(42,120,148)	(43,117,427)
Borrowing Costs	(321,000)	(379,096)	(597,106)	(984,358)	(921,061)	(854,433)	(784,321)	(712,697)	(638,467)	(562,026)	(494,881)	(458,769)
Bonds & Deposits Refunded	(4,118,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)	(3,600,000)
Other	(9,669,000)	(9,471,053)	(9,364,075)	(10,072,622)	(9,987,618)	(10,327,185)	(11,104,878)	(10,787,825)	(11,032,428)	(11,290,465)	(12,143,063)	(11,801,495)
<b>Net Cash provided (or used in) Operating Activities</b>	46,722,000	28,649,638	26,557,053	47,872,650	35,517,697	33,956,156	32,492,539	32,904,442	33,804,187	34,637,842	35,063,809	36,413,517
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	69,062,000	4,775,635	-0	12,201,120	-0	-0	-0	-0	-0	-0	-0	-0
Sale of Investment Property	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
Sale of Infrastructure, Property, Plant & Equipment	690,000	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
Sale of non-current assets classified as "held for sale"	-0	4,500,000	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0

**APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A**

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030												
CASH FLOW STATEMENT	Actuals		Projected Years									
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Scenario:3 - increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Payments:</b>												
Purchase of Investment Securities	(79,126,000)	-0	(7,180,192)	-0	(4,857,697)	(6,963,276)	(3,055,630)	(3,071,880)	(3,864,615)	(4,588,045)	(5,778,315)	(7,345,309)
Purchase of Investment Property	(66,000)	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
Purchase of Infrastructure, Property, Plant & Equipment	(28,518,000)	(49,196,800)	(45,993,169)	(58,095,622)	(28,617,417)	(24,895,784)	(27,258,980)	(27,583,081)	(27,616,041)	(27,649,660)	(27,683,952)	(27,718,929)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(37,958,000)</b>	<b>(39,921,165)</b>	<b>(53,173,360)</b>	<b>(45,894,502)</b>	<b>(33,475,114)</b>	<b>(31,849,060)</b>	<b>(30,314,610)</b>	<b>(30,654,960)</b>	<b>(31,480,656)</b>	<b>(32,237,704)</b>	<b>(33,462,267)</b>	<b>(35,064,238)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-0	-0	28,000,000	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Payments:</b>												
Proceeds from Borrowings & Advances	(589,000)	(811,473)	(1,383,693)	(1,978,149)	(2,042,583)	(2,107,096)	(2,177,930)	(2,249,482)	(2,323,531)	(2,400,138)	(1,601,542)	(1,349,279)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(589,000)</b>	<b>(811,473)</b>	<b>26,616,307</b>	<b>(1,978,149)</b>	<b>(2,042,583)</b>	<b>(2,107,096)</b>	<b>(2,177,930)</b>	<b>(2,249,482)</b>	<b>(2,323,531)</b>	<b>(2,400,138)</b>	<b>(1,601,542)</b>	<b>(1,349,279)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>8,175,000</b>	<b>(12,083,000)</b>	<b>0</b>	<b>(0)</b>	<b>-0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>5,908,000</b>	<b>14,083,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>14,083,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

# APPENDIX 2: 10 YEAR FINANCIAL MODEL - SCENARIO 3A

North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030													
CASH FLOW STATEMENT	Actuals		Projected Years										
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Scenario-3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash & Cash Equivalents - end of the year	14,083,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Investments - end of the year	73,145,000	68,369,365	75,549,557	63,348,436	68,206,133	75,169,409	78,225,039	81,296,919	85,161,534	89,749,578	95,527,894	102,873,203	102,873,203
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>87,228,000</b>	<b>70,369,365</b>	<b>77,549,557</b>	<b>65,348,436</b>	<b>70,206,133</b>	<b>77,169,409</b>	<b>80,225,039</b>	<b>83,296,919</b>	<b>87,161,534</b>	<b>91,749,578</b>	<b>97,527,894</b>	<b>104,873,203</b>	<b>104,873,203</b>
North Sydney Council – 10 Year Financial Plan for the Years ending 30 June 2030													
EQUITY STATEMENT	Actuals		Projected Years										
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Scenario-3 - Increase in existing capacity / services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	1,147,644,000	1,164,652,000	1,173,156,203	1,175,770,534	1,201,698,620	1,212,142,199	1,221,919,950	1,230,602,163	1,239,406,914	1,248,649,497	1,258,263,464	1,267,748,472	1,267,748,472
Adjustments to opening balance	(4,556,000)	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Restated Opening Balance</b>	<b>1,143,088,000</b>	<b>1,164,652,000</b>	<b>1,173,156,203</b>	<b>1,175,770,534</b>	<b>1,201,698,620</b>	<b>1,212,142,199</b>	<b>1,221,919,950</b>	<b>1,230,602,163</b>	<b>1,239,406,914</b>	<b>1,248,649,497</b>	<b>1,258,263,464</b>	<b>1,267,748,472</b>	<b>1,267,748,472</b>
Net Operating Result for the Year	20,508,000	8,504,203	2,614,331	25,928,086	10,443,579	9,777,751	8,682,213	8,804,751	9,242,582	9,613,967	9,485,008	10,539,155	10,539,155
Adjustments to net operating result	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Restated Net Operating Result for the Year</b>	<b>20,508,000</b>	<b>8,504,203</b>	<b>2,614,331</b>	<b>25,928,086</b>	<b>10,443,579</b>	<b>9,777,751</b>	<b>8,682,213</b>	<b>8,804,751</b>	<b>9,242,582</b>	<b>9,613,967</b>	<b>9,485,008</b>	<b>10,539,155</b>	<b>10,539,155</b>
Current Year Income & Expenses Recognised direct to Equity													
- Transfers to/(from) Asset Revaluation Reserve	1,056,000	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>Net Income Recognised Directly in Equity</b>	<b>1,056,000</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>	<b>-0</b>
<b>Total Recognised Income &amp; Expenses</b>	<b>21,564,000</b>	<b>8,504,203</b>	<b>2,614,331</b>	<b>25,928,086</b>	<b>10,443,579</b>	<b>9,777,751</b>	<b>8,682,213</b>	<b>8,804,751</b>	<b>9,242,582</b>	<b>9,613,967</b>	<b>9,485,008</b>	<b>10,539,155</b>	<b>10,539,155</b>
<b>Equity - Balance at end of the reporting period</b>	<b>1,164,652,000</b>	<b>1,173,156,203</b>	<b>1,175,770,534</b>	<b>1,201,698,620</b>	<b>1,212,142,199</b>	<b>1,221,919,950</b>	<b>1,230,602,163</b>	<b>1,239,406,914</b>	<b>1,248,649,497</b>	<b>1,258,263,464</b>	<b>1,267,748,472</b>	<b>1,278,287,627</b>	<b>1,278,287,627</b>

THIS PAGE IS INTENTIONALLY BLANK



This plan reflects our intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

View the document online at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)

For further information phone 9936 8100 or email [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

Adopted - 25 June 2018

Amended October 2018

Re-adopted 29 January 2019

Amended June 2020

#### **9.4. Investments and Loan Borrowings Held as at 31 May 2020**

**AUTHOR:** Garry Ross, Manager Financial Services

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

**ATTACHMENTS:**

1. Monthly Investment Report - May 2020 [9.4.1 - 18 pages]

**PURPOSE:**

This report provides details of the performance of Council's investment portfolio and borrowing limits for the period ending 31 May 2020.

**EXECUTIVE SUMMARY:**

**Investment Portfolio:**

The Investment portfolio provided an annualised return of 2.19% for the year to date as at 31 May 2020, 1.22% above the reportable BBSW Bank Bill Index. The strong performance continues to be driven by the handful of the longer-dated deposits that were locked-in prior to the RBA's rate cuts, as well as the FRNs locked in at attractive margins.

Council's investment advisors have identified that Council's risk is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA) but the loss of interest income due to the reduction in the funds available to invest and that interest rates are at an all-time low.

**Borrowings:**

Council entered into a fixed interest loan of \$9.5 million with quarterly interest and principal payments on 31 July 2018. The principal outstanding as at 31 May 2020 is \$8,099,526.94.

**FINANCIAL IMPLICATIONS:**

The 2019/20 budgeted returns on investments is estimated to be \$1,529,055.00. This is significantly less than previous returns due to the declining cash reserve balances and continued low interest rates. Any surplus funds generated in excess of adopted estimates will be transferred to Council's internally restricted reserves.

**RECOMMENDATION:**

1. **THAT** the report on Investments and Loan Borrowings held as at 31 May 2020 be received.

**LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

## 5. Our Civic Leadership

### 5.1 Council leads the strategic direction of North Sydney

#### **BACKGROUND**

The Responsible Accounting Officer must provide Council with a monthly report detailing all funds:

- a. Invested under Section 625 of the Local Government Act 1993. This report must include certification that the investments have been made in accordance with the Act and the Regulations made thereunder, the revised Investment Order issued by the Minister for Local Government and Council's Financial Investment Policy.
- b. Borrowed under Section 624 of the Local Government Act. This report must comply with the borrowings Order issued by the Minister for Local Government and Council's Debt Management Policy.

#### **CONSULTATION REQUIREMENTS**

Community engagement is not required.

#### **DETAIL**

##### **Investment Portfolio**

The following table provides details of the performance of Council's investment portfolio (excluding cash deposits) against the benchmark for the month of May 2020 and annualised for the year to date as at 31 May 2020 (including investments which have matured prior to 31 May 2020).

	<b>May 2020</b>	<b>Annualised YTD as at 31 May 2020</b>
<b>Actual Return</b>	0.16%	2.19%
<b>Benchmark</b>	0.01%	0.97%
<b>Variance</b>	0.15%	1.22%

Investment returns continue to exceed the indicative benchmark (BBSW Bank Bill Index). All funds have been invested in accordance with the Act and the Regulations made thereunder and with Council's Financial Investment Policy. Further, Council's investment portfolio complies with the revised Investment Order issued by the Minister for Local Government, which places restrictions on the type of investments permitted. These restrictions have placed greater emphasis on obtaining competitive investment options and the need for sound investment advice from Council's independent advisor.

Council continues to seek independent advice for all investments and is actively managing the portfolio to ensure that returns are maximised taking into account diversification and risk. A

complete analysis of the performance is covered in the Monthly Investment Report prepared by Council's Investment advisor. (refer attachment 1.)

The actual investment returns for the year to date as at 31 May 2020 have been reviewed and are \$347,661.00 greater than the revised budget.

#### Summary of Returns from Investments:

Year	Original Annual Budget	Revised Annual Budget	YTD Budget (May)	YTD/Annual Actual (May)	YTD Budget to Actual Variance (May)
<b>2019/20</b>	<b>\$1,500,000</b>	<b>\$1,529,055</b>	<b>\$1,419,055</b>	<b>\$1,766,716</b>	<b>\$347,661</b>
2018/19	\$1,590,000	\$1,730,000		\$2,253,497	\$523,497
2017/18	\$2,300,000	\$2,490,000		\$2,589,813	\$99,813
2016/17	\$2,000,000	\$3,000,000		\$3,276,518	\$276,518
2015/16	\$2,320,000	\$3,640,000		\$4,105,146	\$465,146
2014/15	\$3,400,000	\$4,150,000		\$4,414,692	\$264,692
2013/14	\$2,700,000	\$3,400,000		\$3,983,515	\$583,515
2012/13	\$2,000,000	\$2,887,751		\$4,238,785	\$1,353,069
2011/12	\$2,000,000	\$3,400,000		\$3,728,080	\$328,080

#### Financial Investment Policy

The maximum holding limit in each rating category and the target credit quality weighting for Council's portfolio shall be:

Long Term Rating Range	Maximum Policy Holding	Distribution as at 31 May 2020
AA Category	100.00%	43.78%
A Category	60.00%	17.22%
BBB Category	35.00%	37.94%
Unrated ADIs (NR)	10.00%	1.06%

As at the end of May 2020, the BBB category is slightly above the aggregate limits by around \$2.8m. This was attributed to the portfolio's balance shrinking over recent months, as well as Nexus Mutual's merger with Beyond Bank on 1st March 2020 (\$3m of deposits that were previously 'unrated' formally received a credit rating of 'BBB').

#### Loan Borrowings

Council's Debt Management Policy provides the framework for Council's borrowing activities and defines key responsibilities and the operating parameters within which borrowing and related risk management activities are to be carried out.



The Policy’s objective is to control Council’s exposure to movements in interest rates through the application of fixed, floating or a combination of both in order to maintain its risk averse strategy.

Loan borrowing will be undertaken in line with the following principles:

- a) That the capital cost of infrastructure be recognised over the period during which the benefits will be enjoyed.
- b) That loan funds are a resource to fund the replacement and upgrading of existing infrastructure and fund the creation of new infrastructure.
- c) That loan funds will be limited to:
  - acquisition or enhancement of income producing assets;
  - construction and/or upgrading of buildings; and
  - infrastructure assets that have a life expectancy of greater than 10 years.

**The current Debt Facility is as follows:**

The current facility is a fixed loan financing option, fully amortising the drawn down amount of \$9,500,000.00 over 10 years, fixed interest rate with quarterly repayments of interest and principal.

The current loan details are as follows:

<b>Loan amount:</b>	<b>\$ 9,500,000.00</b>			
<b>Loan term:</b>	<b>10 years</b>			
<b>From:</b>	<b>31/07/2018</b>			
<b>To:</b>	<b>31/07/2028</b>			
<b>Interest rate:</b>	<b>4.02%p.a.(fixed)</b>			
<b>Repayment:</b>	<b>Quarterly</b>			
<b>Dates</b>	<b>Principal Outstanding</b>	<b>Interest</b>	<b>Principal</b>	<b>Payment</b>
<b>1/07/2019</b>	<b>\$ 8,910,951.91</b>			
<b>31/7/2019</b>	<b>\$ 8,711,603.51</b>	<b>\$ 90,291.14</b>	<b>\$ 199,348.40</b>	<b>\$ 289,639.54</b>
<b>31/10/2019</b>	<b>\$8,510,235.19</b>	<b>\$88,271.22</b>	<b>\$201,368.32</b>	<b>\$ 289,639.54</b>
<b>31/01/2020</b>	<b>\$8,306,826.48</b>	<b>\$86,230.83</b>	<b>\$203,408.71</b>	<b>\$289,639.54</b>
<b>30/04/2020</b>	<b>\$8,099,526.94</b>	<b>\$82,340.00</b>	<b>\$207,299.54</b>	<b>\$289,639.54</b>

The next loan instalment is due on 31 July 2020.

**Loan Funded Capital Projects as at 31 May 2020:**

**Project 1: Upgrading the Car Park in Alexander Street, Crows Nest**

A \$5 million loan has been sourced to fund this project.

Current length of Loan as per LTFP: 10 years to 2028

**Project 2: Upgrading of On-Street Parking Management System**

A **\$4.5 million** loan has been sourced to fund this project.

Current length of Loan as per LTFP: 10 years to 2028



# Monthly Investment Report

## May 2020

 <p><b>IMPERIUM MARKETS</b></p>	<p>Imperium Markets Pty Ltd ABN: 87 616 579 527 Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718 Phone: +61 2 9053 2987 Email: <a href="mailto:michael.chandra@imperium.markets">michael.chandra@imperium.markets</a> Level 13, 333 George Street, Sydney NSW 2000</p>
--	---



### Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

With regards to financial markets, of importance was the RBA cutting interest rates twice in March 2020, taking the official cash rate down to a record low of 0.25%. Shares (equities) experienced a significant correction, down over -20% in Australian and around -13% globally for the month of March. April saw shares rebound strongly, offsetting some of the losses in March, with equities returning around +9% in Australia and +10% abroad. The positive momentum continued over May, with domestic and international shares returning both returning above +4%.

With regards to the medium-longer term outlook for financial markets, of importance is the RBA's outlook and stance on the current situation:

1. The RBA's official cash rate will remain unchanged at its emergency level of 0.25% until its objectives of full employment and inflation are reached (note, we are unlikely to see the unemployment rate down to 4.5%-5.0% and inflation within their 2-3% target band any time soon);
2. RBA Governor Lowe has commented that he has not seen any signs of stress in the financial system from this crisis because unlike the GFC, the banks have cash and are well capitalised;
3. The RBA Board expects rates would be low *"for a very long period of time"*.

The biggest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~76% of Council's total investment, and cash (~8% of the total investment portfolio). **The biggest risk that Council faces over the medium-longer term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.**

Council's term deposit portfolio was yielding 1.97% p.a. at month-end, with a weighted average duration of around 494 days or 1.4 years. The long average duration will provide some income protection against the low interest rate environment for the next 18 months. As existing deposits mature however, they will inevitably be reinvested at much lower prevailing rates.

**Given official rates have fallen to all-time lows, Council is likely to see a rapid decline in interest income over future financial years. Its budgeted income over the medium-longer term needs to be revised to reflect the low interest rate environment. Returns of 0.75%-1¼% p.a. may potentially be the "norm" over the next few financial years.**



## Council’s Portfolio & Compliance

### Asset Allocation

As at the end of May 2020, the portfolio was mainly directed to fixed and floating rate term deposits (77.73%). The remaining portfolio is directed to FRNs (15.91%) and overnight cash accounts (7.77%).

We would consider increasing the allocation to liquid senior floating rate notes (FRNs), if there are any remaining attractive securities in the secondary or primary market. This will not only offer additional upside with regards to the portfolio’s investment returns, but also provide additional liquidity (FRNs are saleable – generally accessible within 2 business days). FRNs are also dominated by the higher rated ADIs which allows Council to maintain a bias towards the higher rated banks.

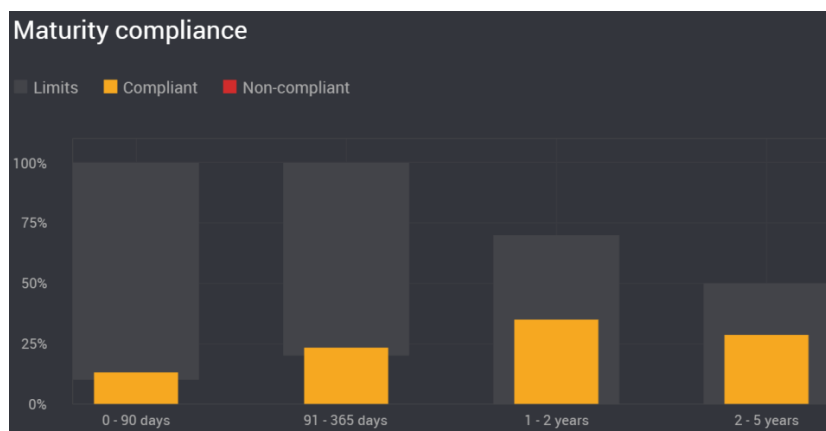
With official interest rates now at the RBA’s effective zero bound, the priority should be to lock in any attractive medium-longer dated fixed deposits that may still be available to address reinvestment risk.



### Term to Maturity

Overall, the portfolio remains lightly diversified from a maturity perspective with around 29% of assets directed to medium-term assets (2-5 years). There is still high capacity to invest in the medium-term horizon, with approximately \$20m at month-end.

All minimum and maximum limits comply with the Policy:





Where liquidity permits, we recommend new surplus funds be directed to 2-5 year horizons given this is where the most attractive value can be found. We suggest this be allocated to fixed term deposits to address reinvestment risk.

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 90 days	\$19,333,306	20.49%	10%	100%	\$75,005,534
✓	91 - 365 days	\$15,005,686	15.91%	20%	100%	\$79,333,154
✓	1 - 2 years	\$33,000,000	34.98%	0%	70%	\$33,037,188
✓	2 - 5 years	\$26,999,848	28.62%	0%	50%	\$20,169,572
✓	5 - 10 years	\$0	0.00%	0%	25%	\$23,584,710
		<b>\$94,338,840</b>	<b>100.00%</b>			

#### Counterparty

As at the end of May, the exposure to ING Bank (A), Auswide (BBB) and BoQ (BBB+) was marginally overweight to the Policy limits, **due to the overall portfolio's recent shrinkage by around \$4m during the month**. There are no concerns with this temporary overweight position given this was purely due to the overall portfolio's balance shrinking over May (capital expenditure).

Effective 1<sup>st</sup> March 2020, Nexus Mutual (unrated ADI) merged with Beyond Bank Australia (BBB/A-2). As a result, all investors holding Nexus Mutual deposits (including Council) received a ratings upgrade.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	ANZ	AA-	\$2,029,504	2.15%	30.00%	\$26,272,148
✓	CBA (BankWest)	AA-	\$6,218,591	6.59%	30.00%	\$22,083,061
✓	NAB	AA-	\$7,056,260	7.48%	30.00%	\$21,245,392
✓	Westpac	AA-	\$26,000,000	27.56%	30.00%	\$2,301,652
✓	Suncorp	A+	\$1,242,916	1.32%	15.00%	\$12,907,910
X	ING Bank	A	\$15,000,000	15.90%	15.00%	<b>-\$849,174</b>
✓	AMP Bank	BBB+	\$8,156,385	8.65%	10.00%	\$1,277,499
X	BOQ	BBB+	\$10,000,000	10.60%	10.00%	<b>-\$566,116</b>
X	Auswide Bank	BBB	\$10,000,000	10.60%	10.00%	<b>-\$566,116</b>
✓	Beyond (Nexus)	BBB	\$3,000,000	3.18%	10.00%	\$6,433,884
✓	ME Bank	BBB	\$3,249,641	3.44%	10.00%	\$6,184,243
✓	Newcastle PBS	BBB	\$1,385,542	1.47%	10.00%	\$8,048,342
✓	WAW CU	Unrated	\$1,000,000	1.06%	5.00%	\$3,716,942
			<b>\$94,338,840</b>	<b>100.00%</b>		

Overall, the portfolio is well diversified across the entire credit spectrum, including some exposure to the unrated ADIs.

We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high



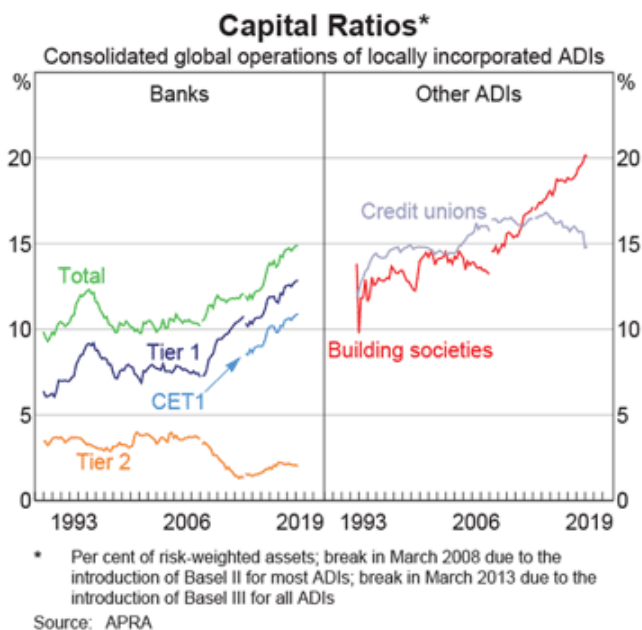
levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

APRA’s Chairman affirmed that the banks had satisfactorily moved towards an ‘*unquestionably strong*’ capital position and that bank’s stress testing contingency plans were now far better positioned than was previously the case years ago. ***RBA Governor Lowe has recently commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks now have cash, are well capitalised and are acting as “shock absorbers” in the current crisis.***

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer ‘above market’ specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio’s overall returns.

In the current environment of high regulation and scrutiny, all domestic ADIs continue to carry high levels of capital, particularly amongst the lower (“BBB”) and unrated ADIs. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. ***APRA’s mandate is to “protect depositors” and provide “financial stability”.***

***The biggest single risk that depositors face in the current low interest rate environment is not capital or credit risk, but reinvestment risk. Interest rates are now at their effective lower bound of 0.25%.***





### Credit Quality

The portfolio remains well diversified from a credit ratings perspective. As at the end of May 2020, the BBB category is slightly above the aggregate limits by around \$2.8m. This was attributed to the portfolio's balance shrinking over recent months, as well as Nexus Mutual's merger with Beyond Bank on 1<sup>st</sup> March 2020 (\$3m of deposits that were previously 'unrated' formally received a credit rating of 'BBB').

From a ratings perspective, the BBB rated entities now generally dominate the number of ADIs issuing deposits within the investment grade space. We anticipate more investors will naturally allocate a higher proportion of their assets into this sector (on a historical basis), considering the most attractive assets from senior debt securities are generally offered by these ADIs.

Council may consider lifting the aggregate limit with the BBB and unrated ADI category at its next policy review.

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AA Category	\$41,304,355	43.78%	100%	\$53,034,484
✓	A Category	\$16,242,916	17.22%	60%	\$40,360,388
X	BBB Category	\$35,791,568	37.94%	35%	<b>-\$2,772,974</b>
✓	Unrated ADIs	\$1,000,000	1.06%	10%	\$8,433,884
		<b>\$94,338,840</b>	<b>100.00%</b>		





### Performance

Council's performance for the month ending 31 May 2020 is summarised as follows:

Performance	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.02%	0.06%	0.25%	0.63%	0.73%
AusBond Bank Bill Index	0.01%	0.16%	0.39%	0.84%	0.97%
Council's T/D Portfolio	0.17%	0.49%	1.01%	2.01%	2.23%
Council's FRN Portfolio	0.12%	0.41%	0.90%	1.81%	2.03%
<b>Council's Portfolio<sup>^</sup></b>	<b>0.16%</b>	<b>0.48%</b>	<b>0.99%</b>	<b>1.97%</b>	<b>2.19%</b>
<b>Outperformance</b>	<b>0.15%</b>	<b>0.32%</b>	<b>0.60%</b>	<b>1.13%</b>	<b>1.22%</b>

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month of May, the total investment portfolio (excluding cash) provided a strong return of +0.16% (actual), outperforming the benchmark AusBond Bank Bill Index return of +0.15% (actual). The strong performance continues to be driven by the handful of the longer-dated deposits that were locked-in prior to the RBA's rate cuts, as well as the FRNs locked in at attractive margins.

However, the majority of the high-yielding deposits are fast maturing and will be reinvested at lower prevailing rates. With deposit margins tightening over the past few years, the FRN portfolio's performance has narrowed the gap compared to term deposits, although this is likely to reverse following the multiple interest rate cuts over the past year.

**Over the past 12 months, the total portfolio (excluding cash) returned an outstanding +2.19% p.a., outperforming bank bills by 1.22% p.a.** This has been very strong given deposit rates reached their all-time lows and credit margins have generally contracted over the past 3 years.

**We are pleased that North Sydney Council remains amongst the best performing Councils in the state of NSW where deposits are concerned (as per our March 2020 Council Rankings).** We have been pro-active in our advice about protecting interest income and addressing reinvestment risk for many years and encouraged to maintain a long duration position. This is now reflected by the high performance of the investment portfolio. Of the 27 individual deposits North Sydney Council held, 12 are still yielding higher than 1.85% p.a. That is, around 44% of outstanding deposits held are currently earning more than the highest rate available in the market from any rated bank.



### Council's Term Deposit Portfolio & Recommendation

As at the end of May 2020, Council's deposit portfolio was yielding an **attractive 1.97% p.a.** (unchanged from the previous month), with an average duration of around 494 days (~1.35 years).

As the past decade has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits between 3-6 months, resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been and continues to be the biggest detriment to depositors' interest income over the post-GFC period.**

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	1.85% p.a.
AMP Bank	BBB+	18 months	^1.65% p.a.
ICBC, Sydney	A	4 years	1.60% p.a.
ICBC, Sydney	A	3 years	1.45% p.a.
BoQ	BBB+	3 years	1.35% p.a.
ICBC, Sydney	A	2 years	1.30% p.a.
BoQ	BBB+	2 years	1.25% p.a.

<sup>^</sup> AMP T/Ds – these are grossed up rates which includes a 0.20% p.a. rebated commission from Imperium Markets

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk in the low interest rate environment.

For terms under 12 months, we believe the strongest value is currently being offered by a number of lower and unrated ADIs offering above-market specials (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
AMP	BBB+	6 months	^1.80% p.a.
AMP	BBB+	7-12 months	^1.65% p.a.
BoQ	BBB+	12 months	1.15% p.a.
ME Bank	BBB	3-6 months	1.15% p.a.

<sup>^</sup> AMP T/Ds – these are grossed up rates which includes a 0.20% p.a. rebated commission from Imperium Markets



Amongst the higher rated ADIs (“A” rated or higher), the following deposits remain attractive for terms under 12 months:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	12 months	1.15% p.a.
ING Bank Australia	A	12 months	1.10% p.a.
NAB	AA-	10-12 months	1.00% p.a.
NAB	AA-	6 months	0.95% p.a.



### Senior FRNs

Over May, amongst the senior major bank FRNs, physical credit securities rallied, tightening around 10-12bp at the long-end of the curve. Bid-ask spreads largely normalised in the secondary market on the back of excess liquidity. Those investors that require liquidity with a domestic major bank (highly rated) and can roll down the curve should invest in 5 year terms over 3 year terms (or shorter), given the ability to lock in capital gains in subsequent years.

**Any 5 year senior major bank FRNs (primary or secondary market) offered above +80bp appears to be fair value in our view, back to levels experienced in mid-2019.** Any secondary market major bank FRNs offered around the same levels (or higher) for 3-5 year terms appear fair value and should be considered. We expect minimal primary issuance from the domestic banks in the immediate future given the RBA's \$90bn term funding facility (TFF) to the ADIs, offering a rate of 0.25% for 3 years. The lack of supply from new (primary) issuances has also driven the rebound in credit markets over recent months.

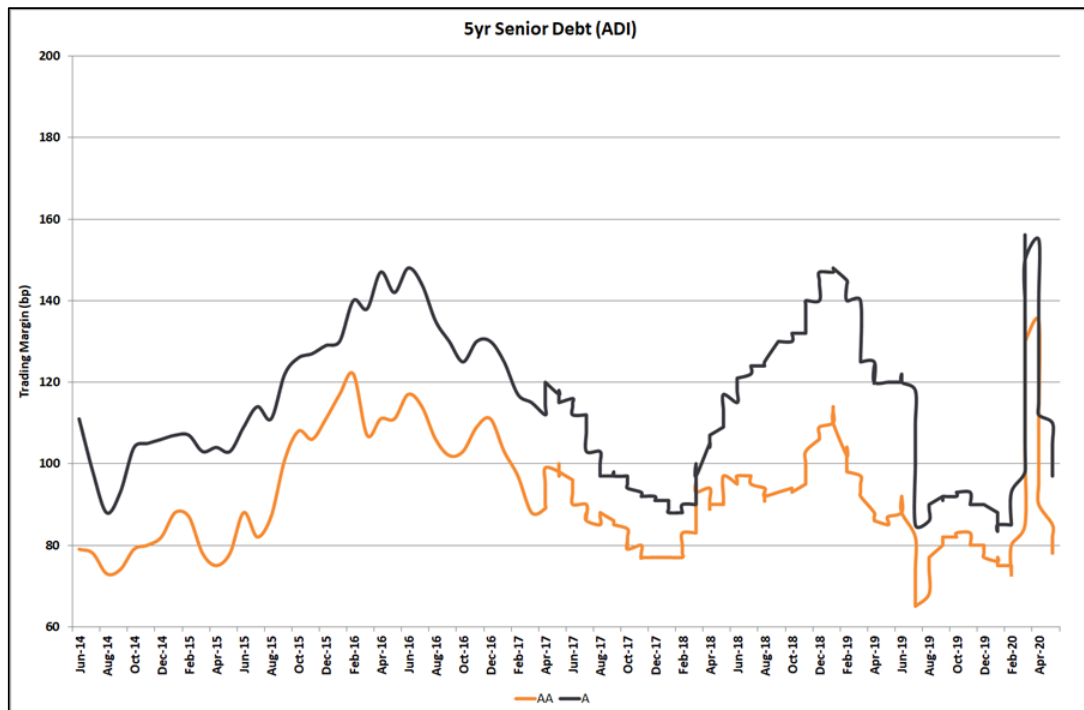
Amongst the "A" rated sector, credit securities (senior level) were marked around 10-15bp tighter across the 3 and 5 year part of the curve. During the month, UBS AG (A+) and Credit Suisse AG (A+) launched 'benchmark' 2½ year and 3 year senior FRNs at +105bp and +115bp respectively. Both were well over-subscribed, tightening more than 10-15bp from their initial price guidance.

Meanwhile, amongst the 3 year "BBB" rated senior sector, they were marked around 10bp tighter over the month. During the month, BoQ issued a 5 year Covered FRN (AAA) at +107bp, which we thought was at an attractive level, given it was priced at a significant premium to where senior major bank FRNs (AA-) were marked in the secondary market. There remains little turnover in the secondary market amongst the regional bank sector (turnover dominated by the major banks).

Credit margins are now trading back to their pre-COVID19 levels and remain fair value in our view. FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment). *Investors should be ready to take advantage of any discounted senior ranked securities, particularly amongst the higher rated banks.*

Senior FRNs (ADIs)	31/05/2020	30/04/2020
"AA" rated – 5yrs	+78bp	+90bp
"AA" rated – 3yrs	+55bp	+65bp
"A" rated – 5yrs	+97bp	+112bp
"A" rated – 3yrs	+77bp	+88bp
"BBB" rated – 3yrs	+110bp	+120bp

Source: IBS Capital



Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- **On or before early-2023 for the "AA" rated ADIs (domestic major banks);**
- On or before early-mid 2021 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last 1-2 years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so.



**Council's Senior FRNs Sale/Switch Recommendations**

Over the next 3-6 months, we would recommend Council switches out of the following FRNs, in order of preference (lowest trading margin to highest):

1. \$3.00m NAB (AA-) FRN maturing 26/09/2023 (ISIN: AU3FN0044996) – trading margin marked around **+56.5bp** or capital price of \$101.21 (capital gain ~**\$36,000**).
2. \$2.00m ANZ (AA-) FRN maturing 06/12/2023 (ISIN: AU3FN0046231) – trading margin marked around **+60.0bp** or capital price of \$101.50 (capital gain ~**\$30,000**).

The above cumulative sales would result in capital gains totalling ~**\$66,000** and would most likely be switched into a higher yielding complying FRN. At this stage, we prioritise switching into any remaining attractive medium-longer dated fixed deposit given the depressed state of interest rates.



## Economic Commentary

### International Market

Risk markets continued their rebound in May as the further easing of lockdowns, hopes for an eventual COVID-19 vaccine and significant government stimulus measures lifted optimism for the global economic recovery.

In the US, equity markets had another strong month. The S&P 500 Index gained +4.53%, while the NASDAQ surged +6.75%. Across the main European markets, Germany's DAX gained +6.68%, UK's FTSE up +2.97% and France's CAC by +2.70%.

**The US unemployment rate surged to 14.7% in April after losing 20.5 million jobs in April, the steepest plunge since the Great Depression.**

There was negative rhetoric from **US Fed Chair Powell saying that the US economic outlook is "highly uncertain"** and downside risks remain significant. US policymakers signalled that further stimulus is likely, with US Treasury Secretary Mnuchin commenting that *"there is a strong likelihood we will need another bill"*.

**US retail sales collapsed in April by -16.2%**, breaking the previous record printed in March.

US-China relationship continued to deteriorate with US Secretary of State Michael Pompeo announcing the White House can no longer certify Hong Kong's autonomy from China.

In Canada, the unemployment rate to a record 28.2% in April from 15.5% in March.

**Bank of England (BoE) Deputy Governor Dave Ramsden commented they were "perfectly reasonable to have an open mind" about adopting negative rates.**

**Q1 UK GDP came in at -2.0% q/q, the third negative quarterly print in the last four**, albeit a little less bad than the -2.6% expected.

In Europe, the Norges Bank (Norway) surprised markets by cutting its cash rate from 0.25% to 0%, though did not envisage making further cuts.

European Commission President von der Leyen unveiled a stimulus plan worth up to €750bn made up of €500bn in grants to EU member states and €250bn of loans.

**RBNZ Governor Orr reiterated that negative rates could be used if needed**, saying that the drop in the NZD shows that monetary policy is effective.

The MSCI World ex-Aus Index gained +4.63% for the month of May:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+4.53%	+3.05%	+10.62%	+8.07%	+7.63%	+10.82%
MSCI World ex-AUS	+4.63%	+0.56%	+5.50%	+4.17%	+4.02%	+7.33%
S&P ASX 200 Accum. Index	+4.36%	-9.92%	-6.70%	+4.35%	+4.27%	+7.25%

Source: S&P, MSCI



### Domestic Market

**The RBA held the cash rate and 3-year yield target at 0.25% in its meeting in April.** As expected, the stance of monetary policy was unchanged, although the **RBA broadened its repo-acceptable collateral to include investment grade corporate bonds** to assist with the smooth functioning of markets. The RBA sees unemployment peaking at around 10% and above 7% by the end of next year.

Governor Lowe testified in the Senate in late May, suggesting further job losses were likely and that it would take a long time to reduce unemployment. He reiterated monetary policy was locked in for some years noted his *“main concern is that we don’t withdraw the fiscal stimulus too early”*. In particular, the government might need to extend its JobKeeper wage subsidy scheme and spend more on infrastructure given the uncertainty about the outlook and the need to restore confidence to ensure recovery.

**The unemployment rate rose to 6.2% in April** from 5.2% in March, much lower than the expected 8.2% (underemployment rose to 13.7%). **The participation rate, which fell from 66.0% in March to 63.5% in April** (biggest drop post WW2) as many of those who lost jobs were unable to seek and start new jobs in April. This understated the number of unemployed people (estimated at 1.3 million), which would have taken the unemployment rate to around 9.6%.

**Retail sales fell by a record -18% in April as panic buying faded.** After a record +8.5% rise in March, retail sales collapsed in April. Food sales fell -17% in April, following a +24% rise in March when households panic-bought essentials. Retail sales are now 9.4% below the level of a year ago.

The **trade surplus** greatly exceeded expectations, **reaching a record \$10.6b in March** from \$3.9b in February. Exports rose by +15% in March (driven by commodities), while imports fell -4%.

The Federal government overestimated the total number approved for the Jobkeeper scheme, now covering 3.5 million workers and costing \$70bn (previously 6.5 million and a cost of \$130bn). **The government aims to open most of the economy by July, but reiterated timetables would vary.**

**The AUD gained another +1.42% in May, finishing at US66.59 cents,** from US65.66 cents the previous month.

### Credit Market

The main global credit indices tightened significantly over May in the “risk-on” environment. Spreads were marked up to 15% tighter across the main indices. The indices now trade at levels last experienced in late 2018:

Index	May 2020	April 2020
CDX North American 5yr CDS	78bp	87bp
iTraxx Europe 5yr CDS	72bp	81bp
iTraxx Australia 5yr CDS	101bp	118bp

Source: Markit





## Fixed Interest Review

### Benchmark Index Returns

Index	May 2020	April 2020
Bloomberg AusBond Bank Bill Index (0+YR)	+0.01%	+0.05%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.29%	-0.07%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.32%	+0.83%
Bloomberg AusBond Credit Index (0+YR)	+0.73%	+0.12%
Bloomberg AusBond Treasury Index (0+YR)	+0.09%	-0.43%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+2.36%	-0.12%

Source: Bloomberg

### Other Key Rates

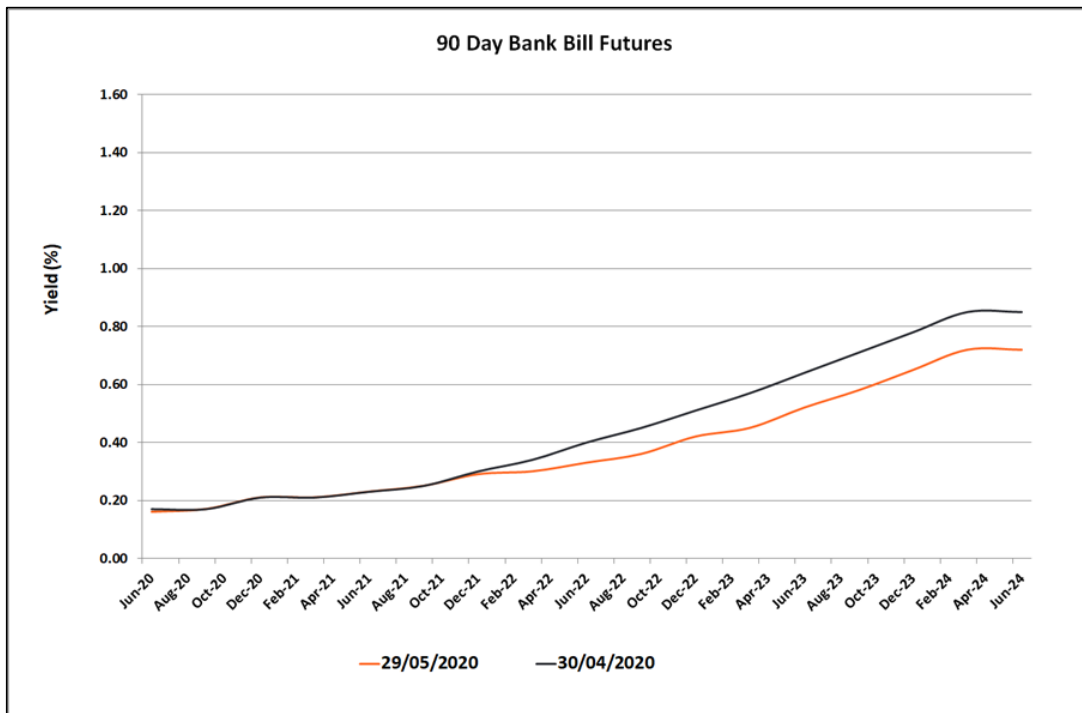
Index	May 2020	April 2020
RBA Official Cash Rate	0.25%	0.25%
90 Day (3 month) BBSW Rate	0.10%	0.10%
3yr Australian Government Bonds	0.26%	0.25%
10yr Australian Government Bonds	0.88%	0.89%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	0.65%	0.64%

Source: RBA, AFMA, US Department of Treasury



**90 Day Bill Futures**

Over May, bill futures fell at the long-end of the curve with further signals from the RBA that official rates are unlikely to move anywhere in the near term. With the RBA suggesting they will keep rates unchanged for the foreseeable future, bill futures are likely to trade in a relatively narrow range, particularly for terms out to 3 years given the RBA's target to keep the 3 year bond rate at 0.25%.



Source: ASX



## Fixed Interest Outlook

There are ongoing discussions for policymakers to provide additional support to mitigate the global economic impact of COVID-19. Depending on the measures undertaken, there is ongoing debate whether the speed of the economic recovery maybe in the form of a “U-shape” as oppose to the initial consensus of a “V-shape” revival.

The future market continues to consider the possibility of the US Fed needing to take rates into negative territory by the end of the calendar year (around 10%, although the Fed remains adamant this is not required for now).

**After the RBA cut rates to their effective lower bound of 0.25%, their forward guidance is to commit keeping the official cash rate unchanged until there is a sustainable recovery and its economic objectives of full employment (unemployment rate of 4.5%) and target inflation (2-3%) are on track.**

The RBA has also provided a set of objectives through some of the unconventional policies implemented, including:

- Setting a 0.25% target for the 3-year bond yield;
- Buying Commonwealth/semi-government bonds to meet this target and across the curve to address market dislocations; and
- Establishing a term funding facility (TFF) for bank loans (\$90bn at 0.25% for 3 years), especially to support new loans to small and medium-sized businesses.

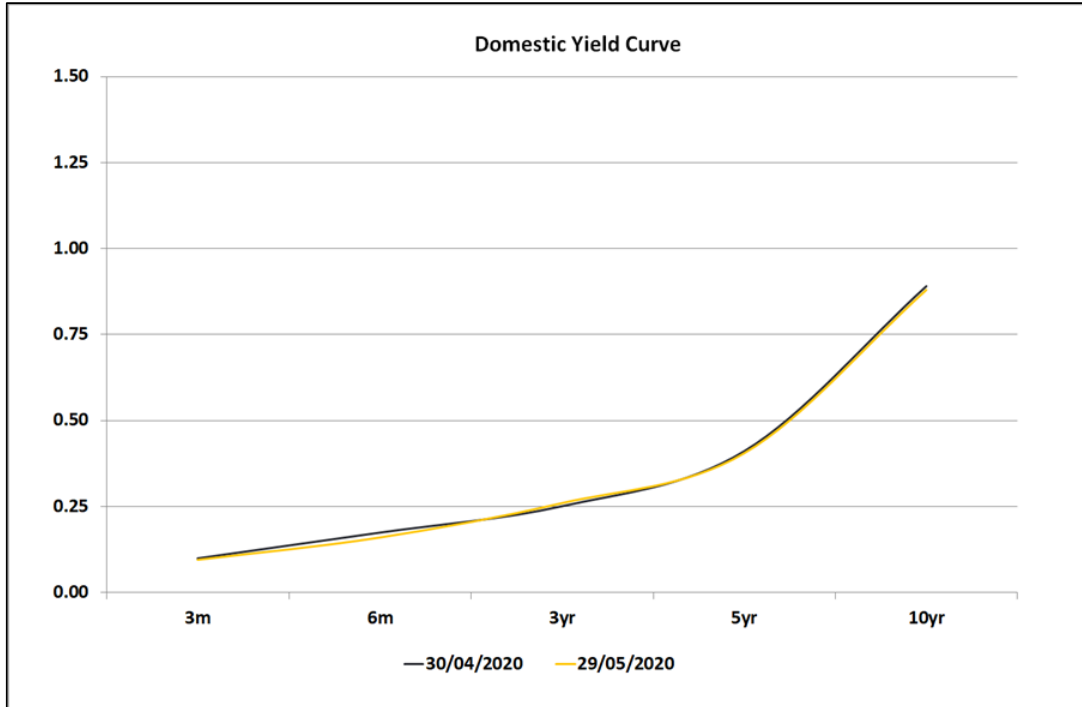
**RBA Governor Lowe has commented that unlike during GFC, the banks have cash and are well capitalised**, and that he was encouraged as the banks are acting as “*shock absorbers*” during this crisis. Importantly, he also suggested that they are **not seeing any signs of stress in the financial system**.

APRA’s Chairman, Wayne Byres, noted that it would not be a concern to see the Australian major banks’ CET1 capital ratios to fall below 10% on a temporary basis, repeating the observation that the banks had entered the pandemic crisis in a very strong position and that the CET1 ratio was roughly double that from when the banks entered the GFC and that aggregate CET1 capital ratios had been below 10% less than three years ago.

With official rates at 0.25% and the RBA undertaking quantitative easing (QE), interest rates are not expected to move from their current policy setting, although there is the possibility for the RBA to cut in smaller increments (less than 25bp) or adopting negative rates if the global economy continues to deteriorate (the RBA has reiterated that negative interest rates is not on their agenda).

Governor Lowe has repeatedly indicated that rates would be low “*for a very long period of time*” as the RBA needed to be confident inflation would be back in the 2 – 3% target range before considering lifting official rates.

The domestic bond market continues to suggest a ‘lower-for-longer’ period of interest rates. Over the months, yields remained relatively flat across the curve, with 10-year government bond yields still being marked under the 0.9% level:



Source: AFMA, ASX, RBA

**Disclaimer**

Imperium Markets provides fixed income investment advisory services and a financial market platform through which clients and fixed income product providers may transact with each other.

The information in this document is intended solely for your use. The information and recommendations constitute judgements as of the date of this report and do not consider your individual investment objectives and adopted policy mandate.

Imperium Markets monitors the entire fixed income investible universe and recommends the best rate available to us, regardless of whether a product provider uses our market platform. You are responsible for deciding whether our recommendations are appropriate for your particular investment needs, objectives and financial situation and for implementing your decisions. You may use our platform to transact with your chosen product providers.

Imperium Markets charges a flat fee for our investment advice. Any commissions received are rebated to clients in full. If you choose a product provider who uses our market platform, the product provider pays us 1bp p.a. funding fee of the value of the investments transacted.

## **9.5. Access to Information - Open Data**

**AUTHOR:** Carly Frew, Team Leader Administration Services

**ENDORSED BY:** Joseph Hill, Director City Strategy

### **ATTACHMENTS:**

1. Draft Access to Information Policy 2020 [9.5.1 - 7 pages]
2. Access to Council Information Policy [9.5.2 - 4 pages]

### **PURPOSE:**

To seek endorsement of proposed amendments to Council's *Access to Council Information Policy* and to place those draft amendments on public exhibition.

The proposed amendments aim to clearly outline the publicly accessible information held in relation to the making of and the processing of policies, applications and proposals including submissions received in response to these processes.

### **EXECUTIVE SUMMARY:**

Earlier this year the Information and Privacy Commission released *Guideline 3: For local government – personal information in development applications (January 2020)*. This guideline was released to assist councils in applying *the public interest considerations for and against publishing personal information contained in documents associated with DAs on councils' websites*.

The guidelines are clear in that councils are obliged to make DA submissions publicly available. In light of this and the move to mandatory tracking and accessing of information in relation to Development Applications through the NSW Planning Portal a review of current document management practices was undertaken.

The objectives of the review were to include the principles encouraged by the privacy commissioner, minimise GIPA applications (noting that planning issues represent a significant portion of GIPA requests) and create higher levels of transparency in the development application process.

Whilst the initial scope was limited to the processing of development applications, the scope of the amendments have been expanded to include all Council projects that have been subject to formal community engagement.

In order to provide further clarity around the release of information, particularly submissions, it is proposed to amend Council's *Access to Council Information Policy* including the renaming of the Policy to *Access to Information Policy*.

It is recommended the amendments to the policy are placed on a public exhibition for at least 28 days prior to formalising the changes. It is noted that many of the amendments simply articulate existing obligations (including the obligation to provide open access to DA

submissions) more clearly. These will therefore continue to be put into practice in parallel with exhibition of the Policy.

**FINANCIAL IMPLICATIONS:**

The proposed amendments to the policy is likely to result in reduced numbers of GIPA applications, thereby reducing workloads and improving timely access to Council held information. The anticipated workload reduction will offset the need for future resourcing requests.

**RECOMMENDATION:**

- 1. THAT** Council place the proposed amendments to the Access to Council Information Policy on public exhibition for a minimum of 28 days and any submissions received be reported to Council at a later meeting.
- 2. THAT** Council acknowledge that all submissions received in response to the proposal will be published in its entirety.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

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

5.1 Council leads the strategic direction of North Sydney

5.2 Council is well governed and customer focused

5.3 Community is informed and consulted

## **BACKGROUND**

Earlier this year the Information and Privacy Commission released *Guideline 3: For local government – personal information in development applications (January 2020)*. This guideline was released to assist councils in applying *the public interest considerations for and against publishing personal information contained in documents associated with DAs on councils' websites*.

Since 2012, Council has on average received approximately 1,050 GIPA requests per annum. Of these approximately 80% are related to planning related matters (e.g. DAs, Complying Development Certificates, Construction Certificates, Occupation Certificates, Local Environmental Plans, Development Control Plans), the majority of which relate to DAs. Approximately 20% of the planning matter requests specifically relate to the release of submissions lodged with Council in response to development applications.

From 1 January 2021 it will be mandated for all Councils to utilise the NSW Planning Portal for the tracking and accessing of information in relation to Development Applications (DAs). Council is moving towards this target at present.

With the volume of documents now required to be submitted with DAs and a general trend of increased numbers of submissions a review of current document management practices was undertaken. The objectives of the review were to incorporate the principles encouraged by the privacy commissioner, minimise GIPA applications (noting that planning issues have been the represent a significant portion of GIPA requests) and ensure higher levels of transparency in the development application process.

Whilst the initial scope was limited reviewing the processing of development applications, this has now expanded to include all council projects that have been subject to formal community engagement.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## DETAIL

### ***Current Situation***

Currently, Council does not publish submissions for public viewing with interested parties required to lodge formal GIPA application with Council to gain access to such submissions. Further, Council does not publish internal plans of development proposals which can only be accessed through the hard copy provided by Council.

Previously, North Sydney Council has taken a conservative approach to removing “private information”, providing discretion in favour of submitters and not publishing submissions online.

A shift towards disclosure is now evident and restricting personal information would be limited to circumstances where there is a genuine need to do so.

### ***Risks***

There are a number of risks associated with the release of submissions including, the:

- Release of information which has been requested to be kept private;
- Release of information which may be defamatory to a third party; and
- Release of information which contains a third parties’ information who may not be privy to the submission made to Council.

In order to reduce these risks, it is proposed to:

- Ensure all necessary amendments to website content, forms and notification letters clearly state the submission will be made public;
- Provide submitters an opt out for submission being made public through a separate cover sheet to their submission;
- Encourage submissions remain factual to the proposal; and
- Encourage all submitters to read the ‘Written Submission Fact Sheet’.

With the appropriate documents updated, advice via notification letters and content on our website, the risk is mitigated and allows submitters the option to request their details not be released.

These measures can be commenced under the current set of legislation and guidelines. As such, following the Council’s endorsement many of these measures will be put in place. The release of submissions will be applied to all submissions received by all bodies, inclusive of Councillors, Precinct Committees and other interest parties.

Consideration has been given to the Information and Privacy Commission’s *Guideline 3: For local government – personal information in development applications (January 2020)*. It was found that the Guidelines relied heavily on supporting Acts and Regulations, with the Information Commissioner clear that councils are obliged to make DA submissions publicly available. Notably, on page 3 of the Guidelines, issued by the IPC CEO/Information Commissioner, Elizabeth Tydd, it states:



*The GIPA Act directs agencies to make publicly available, 'open access information', including by requiring agencies to publish certain information on their website. Section 6 of the GIPA Act refers to this as 'mandatory proactive release of certain information', unless there is an overriding public interest consideration against disclosure of the information.*

*For local councils, open access information relevantly includes development applications (DAs) and information associated with applications, such as submissions by individuals in the local community who wish to object to the proposed development.*

*Information in the form of DAs and its associated information is prescribed 'open access information' by clause 3 of Schedule 1 to the Government Information (Public Access) Regulation 2009 (NSW) (GIPA Regulation).*

### **Research**

Council staff have reviewed the access to information practices of neighbouring Council's and the DPIE. The investigation focused on the release of plans and documents relating to the lodgement of DAs, submissions received in response to the DA and other application types (e.g. Building Certificates, Construction Certificates, etc.). It found several variations in the release of information, including some Councils:

- releasing all information;
- only allowing access during the notification period;
- allowing access during the notification period and up to 3 months after determination; and
- providing very limited information.

The most notable finding was that a large number of those councils publish submissions received in their entirety on their tracking systems. Conversely, the DPIE only published those submissions received by government bodies (local and state) in response to DAs and published submissions received in response to Major Projects with individuals' details withheld.

As we move towards away from hard copy files into a highly digital interface with our customers and community, solutions surrounding accessibility to documents are required. The current COVID-19 climate has brought forward this need as a means to ensuring business continuity. On this basis Council has begun participation in the NSW Planning Portal early than anticipated with the proposed changes in this report supporting this initiative.

### **Proposal**

The proposed amendments to the policy, outlined in the new sections 4.2 and 4.3 of the attached tracked policy, allow for further clarification regarding the release of submissions. Implementation of the changes would see the following documents, web content and forms amended:

- Written Submission – Fact Sheet;
- Notification Letter;
- DA Submission Form (both electronic form and hard copy);
- DA Submission FAQ on Councils website; and
- Detail within the Application Tracking System and Have Your Say website.

The proposed amended policy will also support the changes surrounding the NSW Planning Portal and provide the Document Management Services department some relief surrounding the number of applications received to access documents which are currently not published. The combination has the potential benefit to reduce applications for file searches by more than 50%.

This is a timely initiative, with the release of the NSW Planning Portal moving councils across to a much more digitised assessment and notification process. With the release of internal plans through Council's Application Tracking system, we will look to remove providing hard copies to our Precinct Committees. It is acknowledged that this will be a culture change for our community but an overall positive one which will allow all members of our community the same opportunities to review applications in their entirety.

The focus on DA related matters is also applicable to other matters including any policy or initiative that has been subject to public exhibition. This would further help to improve transparency surrounding other Council matters.

As our current policy allows for release of submissions, submissions will be made available prior to the adoption of the amended policy. It is therefore anticipated that whilst Council will notify the amended policy "Access to Information", some changes can be implemented in the short term.

To reflect the scope of amendments being made to the Policy, namely the release of private information held by Council, it is beneficial to amend the title of the policy to "Access to Information".

### ***Next Steps***

Following the endorsement of the draft amendments for public exhibition purposes under the Local Government Act, it is proposed to place the draft amended Policy on public exhibition for a minimum of 28 days in accordance with Council's Community Engagement Strategy.

The proposed amendments may require Council to review further relevant forms and other policies to ensure that the changes are effectively implemented.

Following the public exhibition period, the matter will be reported back to Council addressing any submissions made and seek formal adoption of the amended policy.

### **CONCLUSION**

To meet Council's obligation to ensure DAs are publicly available inclusive of submissions received, this approach will be implemented in the short term notwithstanding that the policy amendment (which makes this position abundantly clear) may not actually be formally adopted until after the consultation period.



# ACCESS TO COUNCIL INFORMATION POLICY

D5-01

Page 1 of 7

**Policy Owner:** ~~Director Corporate Services~~ *General Manager*

**Category:** 5. Our Civic Leadership

## 1. STATEMENT OF INTENT

North Sydney Council aims to provide the community as much access as possible to information held *by Council, including submissions received in response to advertised proposals (which can include a policy, planning application, or agreement)* consistent with the following principles:

- a) open and transparent government;
- b) consideration of the overriding public interest in relation to access requests;
- c) proactive disclosure and dissemination of information; and
- d) respect for the privacy of individuals.

## 2. ELIGIBILITY

- 2.1 This Policy applies to all Councillors and employees of North Sydney Council.
- 2.2 This Policy applies to all members of the public.

## 3. DEFINITIONS

- 3.1 Document - refers to files/correspondence, public registers, development and other applications, Council policies and any record of Council business, in whatever form.
- 3.2 Information - refers to records as defined in s.3(1) of the *State Records Act 1998*: "any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means".
- 3.3 *Submission - refers to a written comment either by email, or letter, or online submission form made by an individual, group or organisation about a proposal that has been publicly notified by Council.*
- 3.4 *Submitter - refers to the individual, group or organisation who makes any form of submission.*

---

Re-adopted by Council 25 June 2018

## 4. PROVISIONS

### 4.1 *Publication Guide*

- 4.1.1 Council publishes specific open access information on our website, free of charge, unless to do so would impose unreasonable additional costs to Council.
- 4.1.2 Council will facilitate public access through this and other appropriate means.
- 4.1.3 Council publishes, for inspection, documents held by it that are listed under the *Government Information (Public Access) Regulation 2009 (GIPA)*, unless there is an overriding public interest not to do so.
- 4.1.4 Council will keep a record of all open access information that is not published because of an overriding public interest against disclosure.
- 4.1.5 *Council accepts no responsibility for defamatory or other similar matters included in any submissions whether it be planning or non-planning related and reserves the right to reject any submission which in its opinion may expose Council or others to risk of actionable liability or legal action. Rejected submissions will not be considered. The author will be advised of any such rejection and invited to provide a revised submission for consideration.*

### 4.2 *Open Access Information - Planning Related*

- 4.2.1 *Council publishes, for inspection, plans and written documentation relating to planning matters including proposed new planning policies, amendments to existing policies, development applications, modification of consents, review of determinations, voluntary planning agreements and planning proposals.*
- 4.2.2 *Applicants, property owners and professional advisors of the above listed applications give authorisation to Council under the application process to the release all documents and plans, including third party plans and internal plans of the proposal for the purposes of notification and beyond. Documents and plans can be accessed through Council's Application Tracking System and in some cases may be extended to Council's website.*
- 4.2.3 *The public may access documents and information relating to planning applications from the Application Tracking System accessed through Council's website. Users do not need to make an application to access these documents and information but need to accept the Terms and Conditions prior to being granted access.*

- 4.2.4 *All submissions received as part of a community engagement process will be considered to be open access information and any such submission will be made available for release to Councillors, Council officials, Determination Panel Members and the general public in its entirety.*
- 4.2.5 *Submitters acknowledge by including any personal information in a submission that it will be made available for public view through Council's website and/or Application Tracking System. Should the author seek to withhold from publication any information they consider to be confidential or privileged including their address or contact details, this should be requested by way of a separate cover document which specifically indicates the reason/s why this information should not be made publicly available.*
- 4.2.6 *Council reserves the right to remove from publication or redact submissions (or petitions) if it becomes aware of submissions containing potentially defamatory material or third party private or confidential information that is not already in the public domain.*

#### 4.3 *Open Access Information - Non-Planning Related*

- 4.3.1 *Council publishes, for inspection, written documentation (including but not limited to proposed new or amended policies, plans and strategies).*
- 4.3.2 *The public may access exhibited documents through Council's website and/or YourSayNorthSydney website. Users do not need to make an application to access these documents and information. When accessing documents via YourSayNorthSydney website the interest party is required to accept the Terms and Conditions prior to being granted access.*
- 4.3.3 *All submissions received as part of a community engagement process will be considered to be open access information and any such submission will be made available for release to Councillors, Council officials and the general public in its entirety.*
- 4.3.4 *Submitters acknowledge by including any personal information in a submission that it will be made available for public view through Council's website and/or YourSayNorthSydney website. Should the author seek to withhold from publication any information they consider to be confidential or privileged including their address or contact details, this should be specifically requested at the time of lodging the submission, indicating the reason/s why this information should not be made publicly available.*
- 4.3.5 *Council reserves the right to remove from publication or redact submissions (or petitions) if it becomes aware of submissions containing*

*potentially defamatory material or third party private or confidential information that is not already in the public domain.*

#### 4.4 Formal Access

- 4.4.1 Some information may require a formal access application, in accordance with *GIPA*. Council will assess each request for access to documents and information in a timely manner and in accordance with internal guidelines and relevant legislation.
- 4.4.2 Depending upon the nature of the request and the form of access requested, charges may be applied in accordance with Council's *Fees and Charges Schedule* and relevant legislation. A minimum statutory fee applies for formal access applications. The Formal *GIPA* Access Application Form is available from Council's website and the Customer Service Centre.
- 4.4.3 Council will assess requests for access to information with reference to the following legislation:
- *Government Information (Public Access) Act 2009*
  - *Privacy and Personal Information Protection Act 1998*
  - *Health Records and Information Privacy Act 2002*
  - *State Records Act 1998*
  - *Local Government Act 1993*
  - *Environmental Planning and Assessment (EPA) Act 1979*
  - *Companion Animals Act 1998*
  - and any other relevant legislation and guidelines as applicable.
- 4.4.4 Broad requests for access to a large number of unspecified documents which, if processed, would divert substantial Council resources from dealing with other requests, or from performing other Council functions, may be refused on the grounds that such a diversion of resources is contrary to the public interest. Council will endeavour to assist in refining the request to a more manageable one.

#### 4.5 Informal Requests

- 4.5.1 Council also endeavours to release other information in response to an informal request, subject to any reasonable conditions Council may impose having regard to the circumstances of the case.
- 4.5.2 Council may release information in response to an informal request subject to any reasonable conditions, and in any format.
- 4.5.3 In order to maintain an internal record of requests and to ensure accuracy of Council's response, an Informal *GIPA* Access Application Form must be lodged. Application forms are available on Council's website and the Customer Service Centre.

---

Re-adopted by Council 25 June 2018

4.5.4 Forms will be assessed by the Document Management Services Department, who will contact applicants to provide access to requested information either via hard or soft copy or by scheduling of an appointment.

#### 4.6 Disclosure Log

Where information is released to an applicant under a formal access application and Council considers that it will be of interest to other members of the public, Council will provide details of the information in a disclosure log for inspection by the public. The Disclosure Log will be published on Council's website.

#### 4.7 Copyright

*A large amount of North Sydney information available for public access belongs to third parties and is the subject of copyright. Access to this information is provided to members of the public in accordance with the GIPA Act and other relevant legislation, such as the Environmental Planning and Assessment Act 1979. Copyright laws apply to this information and applicants are advised to seek the consent of the copyright owner before reproducing the information in any way.*

## 5 RESPONSIBILITY/ACCOUNTABILITY

- 5.1 *Informal Access to Information Application - Council's Manager Document Management Services, GIPA Officer and authorised Department staff are responsible for assessing and determining Informal and Formal access applications in accordance with the requirements of the Government Information (Public Access) Act 2009, inclusive of the release of submissions which may not be publicly displayed and received prior to the endorsement of this policy.*
- 5.2 *Internal Review of Formal Access Application - The General Manager (Principal Officer), Public Officer (Director Corporate Services), Manager Document Management Services and Team Leader Document Management Services are responsible for determining an application for an Internal Review of a decision made with respect to a formal access application, in accordance with the requirements of the Government Information (Public Access) Act 2009 for release of submissions which may not be publicly displayed, inclusive of submissions received prior to the endorsement of this policy.*
- 5.3 *Submission/s - The supply of personal contact information in a submission is voluntary under the Privacy and Personal Information Protection Act 1998. By the submitter including their contact information in a submission they grant their consent and are acknowledging that information will be made available for public view through Council's website, YourSayNorthSydney website and/or Application Tracking.*

---

Re-adopted by Council 25 June 2018

## ACCESS TO COUNCIL INFORMATION POLICY

Page 6 of 7

- 5.4 ~~Council's Document Management Services Manager, GIPA Officer and authorised Department staff are responsible for assessing and determining formal access applications in accordance with the requirements of the *Government Information (Public Access) Act 2009*.~~
- 5.5 ~~The General Manager (Principal Officer), Public Officer (Director Corporate Services) and Document Management Services Manager are responsible for determining an application for an Internal Review of a decision made with respect to a formal access application, in accordance with the requirements of the *Government Information (Public Access) Act 2009*.~~

## 6 RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- ~~Access to Information and Interaction with Staff Policy~~
- ~~Code of Meeting Principles and Practices~~
- ~~Collection and Recording of Information Policy~~
- *Community Engagement Policy*
- *Community Engagement Protocol (incorporating Council's Community Participation Plan)*
- ~~Complaints Handling Policy~~
- ~~Confidentiality of Employee Information Policy (staff policy)~~
- *Councillor Access to Information and Interaction with Staff Policy*
- ~~Fees and Charges Schedule~~
- *Information Sheet: Written Submissions*
- ~~Open Government Policy~~
- ~~Privacy Management Plan~~

The Policy should be read in conjunction with the following documents/legislation:

- ~~Companion Animals Act 1998~~
- ~~Environmental Planning and Assessment (EPA) Act 1979~~
- ~~Government Information (Public Access) Act 2009~~
- ~~Government Information (Public Access) Regulation 2009-2018~~
- ~~Health Records and Information Privacy Act 2002~~
- ~~Local Government Act 1993~~
- ~~Privacy and Personal Information Protection Act 1998~~
- ~~State Records Act 1998~~

Version	Date Approved	Approved by	Resolution No.	Review Date
1	2 August 2004	Council	794	2008/09
2	16 February 2009	Council	61	2012/13
3	2 August 2010	Council	473	2012/13

Re-adopted by Council 25 June 2018



**ACCESS TO COUNCIL INFORMATION POLICY**

---

4	18 February 2013	Council	61	2016/17
5	25 June 2018	Council	214	2020/21
6				

---

Re-adopted by Council 25 June 2018



# ACCESS TO COUNCIL INFORMATION POLICY

D5-01

Page 1 of 4

**Policy Owner:** Director Corporate Services

**Category:** 5. Our Civic Leadership

## 1. STATEMENT OF INTENT

North Sydney Council aims to provide the community as much access as possible to information held consistent with the following principles:

- a) open and transparent government;
- b) consideration of the overriding public interest in relation to access requests;
- c) proactive disclosure and dissemination of information; and
- d) respect for the privacy of individuals.

## 2. ELIGIBILITY

2.1 This Policy applies to all Councillors and employees of North Sydney Council.

2.2 This Policy applies to all members of the public.

## 3. DEFINITIONS

3.1 Document - refers to files/correspondence, public registers, development and other applications, Council policies and any record of Council business, in whatever form.

3.2 Information - refers to records as defined in s.3(1) of the *State Records Act 1998*: “any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means”.

## 4. PROVISIONS

4.1 Open Access Information

4.1.1 Council publishes specific open access information on our website, free of charge, unless to do so would impose unreasonable additional costs to Council.

4.1.2 Council will facilitate public access through this and other appropriate means.

Re-adopted by Council 25 June 2018

**ACCESS TO COUNCIL INFORMATION POLICY**

Page 2 of 4

- 
- 4.1.3 Council publishes, for inspection, documents held by it that are listed under the *Government Information (Public Access) Regulation 2009 (GIPA)*, unless there is an overriding public interest not to do so.
- 4.1.4 Council will keep a record of all open access information that is not published because of an overriding public interest against disclosure.
- 4.2 Formal Access
- 4.2.1 Some information may require a formal access application, in accordance with *GIPA*. Council will assess each request for access to documents and information in a timely manner and in accordance with internal guidelines and relevant legislation.
- 4.2.2 Depending upon the nature of the request and the form of access requested, charges may be applied in accordance with Council's Schedule of Fees and Charges and relevant legislation. A minimum statutory fee applies for formal access applications. Formal *GIPA* Access Application Forms are available on Council's website and from the Customer Service Centre.
- 4.2.3 Council will assess requests for access to information with reference to the following legislation:
- *Government Information (Public Access) Act 2009*
  - *Privacy and Personal Information Protection Act 1998*
  - *Health Records and Information Privacy Act 2002*
  - *State Records Act 1998*
  - *Local Government Act 1993*
  - *Environmental Planning and Assessment (EPA) Act 1979*
  - *Companion Animals Act 1998*
  - and any other relevant legislation and guidelines as applicable.
- 4.2.4 Broad requests for access to a large number of unspecified documents which, if processed, would divert substantial Council resources from dealing with other requests, or from performing other Council functions, may be refused on the grounds that such a diversion of resources is contrary to the public interest. Council will endeavour to assist in refining the request to a more manageable one.
- 4.3 Informal Requests
- 4.3.1 Council also endeavours to release other information in response to an informal request, subject to any reasonable conditions Council may impose having regard to the circumstances of the case.
- 4.3.2 Council may release information in response to an informal request subject to any reasonable conditions, and in any format.

---

Re-adopted by Council 25 June 2018

**ACCESS TO COUNCIL INFORMATION POLICY**

Page 3 of 4

4.3.3 In order to maintain an internal record of requests and to ensure accuracy of Council's response, an Informal GIPA Access Application Form must be lodged. Application forms are available on Council's website and the Customer Service Centre.

4.3.4 Forms will be assessed by Document Management Services Department, who will contact applicants to provide access to requested information either via hard or soft copy or by scheduling of an appointment.

#### 4.4 Disclosure Log

Where information is released to an applicant under a formal access application and Council considers that it will be of interest to other members of the public, Council will provide details of the information in a disclosure log for inspection by the public. The Disclosure Log will be published on Council's website.

## 5. RESPONSIBILITY/ACCOUNTABILITY

5.1 Council's Document Management Services Department are responsible for:

- a) Determining informal access requests;
- b) Providing access to information determined to be "public access"; and
- c) Scheduling appointments for document and plan access.

5.2 Council's Document Management Services Manager, GIPA Officer and authorised Department staff are responsible for assessing and determining formal access applications in accordance with the requirements of the *Government Information (Public Access) Act 2009*.

5.3 The General Manager (Principal Officer), Public Officer (Director Corporate Services) and Document Management Services Manager are responsible for determining an application for an Internal Review of a decision made with respect to a formal access application, in accordance with the requirements of the *Government Information (Public Access) Act 2009*.

## 6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Access to Information and Interaction with Staff Policy
- Code of Meeting Principles and Practices
- Collection and Recording of Information Policy
- Complaints Handling Policy

---

Re-adopted by Council 25 June 2018

**ACCESS TO COUNCIL INFORMATION POLICY**

Page 4 of 4

- Confidentiality of Employee Information Policy (staff policy)
- Fees and Charges Schedule
- Open Government Policy
- Privacy Management Plan

The Policy should be read in conjunction with the following documents/legislation:

- Companion Animals Act 1998
- Environmental Planning and Assessment (EPA) Act 1979
- Government Information (Public Access) Act 2009
- Government Information (Public Access) Regulation 2009
- Health Records and Information Privacy Act 2002
- Local Government Act 1993
- Privacy and Personal Information Protection Act 1998
- State Records Act 1998

<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Resolution No.</b>	<b>Review Date</b>
1	2 August 2004	Council	794	2008/09
2	16 February 2009	Council	61	2012/13
3	2 August 2010	Council	473	2012/13
4	18 February 2013	Council	61	2016/17
5	25 June 2018	Council	214	2020/21

---

Re-adopted by Council 25 June 2018

## **9.6. Planning Proposal 8/19 - Small Bars in Kirribilli Village and Draft NSDCP 2013 Amendment - Trading Hours in Kirribilli Village**

**AUTHOR:** Liam Rogers, Student Strategic Planner

**ENDORSED BY:** Joseph Hill, Director City Strategy

### **ATTACHMENTS:**

1. Submissions Table - Public [9.6.1 - 7 pages]
2. Planning Proposal - As Exhibited [9.6.2 - 75 pages]
3. Draft Amendment to NSDCP 2013 - As Exhibited [9.6.3 - 15 pages]
4. Gateway Determination [9.6.4 - 4 pages]

### **PURPOSE:**

To provide Councillors with a summary of the submissions received to the public exhibition of Planning Proposal 8/19 - Small Bars in Kirribilli Village and draft amendment to NSDCP 2013 – Trading Hours in Kirribilli Village and to endorse the making of these planning instruments.

### **EXECUTIVE SUMMARY:**

On 28 March 2018, Council resolved to undertake public consultation to gauge community expectation in relation to extending café and restaurant hours, as well as permitting small bars in Kirribilli Village and Milsons Point.

After considering the community consultation, Council resolved on 25 November 2019 to adopt Planning Proposal 8/19 and forward it to the Department of Planning, Industry and Environment (DPIE) in order to obtain a Gateway Determination. The Planning Proposal sought to permit small bars with consent under North Sydney Local Environmental Plan (NSLEP) 2013 on sites within the Kirribilli Village that do not share a boundary with residential development. On 7 February 2020, the Minister for Planning and Public Spaces issued a Gateway Determination permitting the Planning Proposal to be placed on public exhibition. The Minister also granted Council authority to finalise the making of the plan giving effect to the planning proposal.

In addition, at its meeting on 24 February 2020 Council resolved to adopt an associated draft amendment to North Sydney Development Control Plan (NSDCP) 2013 to extend trading hours in the Kirribilli Village. Council also resolved to place these draft DCP amendments on public exhibition concurrently with Planning Proposal 8/19.

In accordance with the Gateway Determination and legislative requirements, both the Planning Proposal and draft amendment to NSDCP 2013 were placed on public exhibition concurrently for 28 days, from Thursday 12 March 2020 to Wednesday 8 April 2020.

A total of twenty-six (26) submissions were received during the public exhibition of the Planning Proposal and draft amendment to NSDCP 2013 of which:

- Eighteen (18) supported the proposals;
- Seven (7) objected to the proposals; and
- One (1) neither supported nor objected to the proposals.

Issues raised in the submissions focused on the potential impacts of noise, intoxication, public safety, concentration of late-night venues and parking and traffic. Many of the objections received did not account for the existing provisions in NSDCP 2013 for late-night trading and licensed venues. These provisions detail the requirements for Plans of Management for licensed venues and outline the ways in which Council manages potential noise and amenity impacts from late-night trading activities. It is considered that these requirements provide sufficient means to mitigate and manage the potential impacts from small bars and extended trading hours within Kirribilli Village. There were no matters raised in submissions which would warrant amendment to the proposals prior to their adoption.

It is recommended that the Planning Proposal and draft amendment to NSDCP 2013 be adopted without amendment.

#### **FINANCIAL IMPLICATIONS:**

Nil.

#### **RECOMMENDATION:**

- 1. THAT** Council note the submissions made to the public exhibition of the Planning Proposal and draft amendment to North Sydney Development Control Plan 2013.
- 2. THAT** having completed the community consultation requirements outlined in the Gateway Determination, Council forward the Planning Proposal unamended (Attachment 3) to the Parliamentary Counsel with a request that a Local Environmental Plan be made in accordance with section 3.36 of the Environmental Planning and Assessment Act 1979, to give effect to the Planning Proposal.
- 3. THAT** Council adopt the draft amendment to North Sydney Development Control Plan 2013 as exhibited (Attachment 4) and that public notice of the amendment be published on Council's website in accordance with clause 21 of the Environmental Planning and Assessment Regulations 2000.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 2. Our Built Infrastructure

2.2 Vibrant centres, public domain, villages and streetscapes

### 3. Our Future Planning

3.1 Prosperous and vibrant economy

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

### 4. Our Social Vitality

4.2 North Sydney is creative and home to popular events

### 5. Our Civic Leadership

5.1 Council leads the strategic direction of North Sydney

## **BACKGROUND**

The following outlines the chronology and milestones of the Planning Proposal and draft NSDCP 2013 amendment process to date:

28 March 2018: In response to a Mayoral Minute, Council resolved to undertake public consultation to gauge community expectation in relation to potentially extending the trading hours of cafés and restaurants as well as permitting small bars in Kirribilli Village and Milsons Point.

19 July to 17 August 2018: Extensive public consultation was undertaken to ascertain community views on trading hours and small bars in Kirribilli Village. This consultation primarily required residents to complete a survey. Residents were advised by direct letters, notification on Council's website, Mosman Daily advertisements, social media posts, a pop-up engagement stall at local markets and direct correspondence to government and industry stakeholders.

A total of 918 survey responses and 9 individual submissions were received during this consultation period. The key outcomes of the survey were:

- A total of 69% of respondents said they would like to see later trading hours in Kirribilli.
- The majority of respondents (62%) supported trading hours until 12 midnight Thursday – Saturday (weekends), with a further 18% of respondents supporting trading beyond 12am midnight.
- A total of 75% of respondents said that small bars should be permitted in Kirribilli Village.
- A total of 47% considered trading hours for small bars should be the same as other businesses and an additional 39% of respondents felt that trading hours for small bars should be longer than other businesses.



24 September 2018: Council considers a report summarising the outcomes of the community engagement stage and resolves to prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli Village.

23 September 2019: Council considers a report outlining options available to implement small bars and later trading hours in Kirribilli Village. Council resolves to prepare a Planning Proposal to permit small bars in Kirribilli and associated DCP amendments to address the expansion of trading hours.

23 October 2019: The North Sydney Local Planning Panel considers and endorses the Planning Proposal to proceed.

25 November 2019: Council resolves to endorse the Planning Proposal and forward it to the Minister for Planning and Public Spaces in order to obtain a Gateway Determination to enable public exhibition.

7 February 2020: A Gateway Determination was issued enabling the Planning Proposal to be placed on public exhibition.

24 February 2020: Council resolves to endorse draft amendments to NSDCP 2013 and to publicly exhibit these amendments concurrently with the Planning Proposal.

## **CONSULTATION REQUIREMENTS**

Community engagement was undertaken in accordance with Council's Community Engagement Protocol when preparing the public exhibition of the Planning Proposal and draft DCP amendment.

## **DETAIL**

### **1. Assessment against Gateway Determination Conditions (Planning Proposal)**

Six (6) conditions were imposed on the Gateway Determination (refer to Attachment 5) and have been addressed in the following subsections.

#### **1.1. Prior to Public Exhibition**

Condition 1 of the Gateway Determination required that:

Prior to public exhibition the planning proposal is to be updated to:

- (a) demonstrate consistency with the Draft North Sydney Local Strategic Planning Statement (LSPS). This must include removing references to actions from the Draft LSPS that are not applicable to land subject to the planning proposal;
- (b) ensure that directions from the North Sydney Community Strategic Plan (CSP) that are referenced in the planning proposal are consistent with directions contained in the CSP;

- (c) ensure that the project timeline is accurate and updated to reflect the anticipated twelve month timeframe for completion; and
- (d) ensure that the draft amendment to clause 14 of schedule 1 in the explanation of provisions does not include conflicting or duplicated property descriptions.

Prior to being placed on public exhibition the Planning Proposal was updated in accordance with Condition 1 of the Gateway Determination to demonstrate consistency with the Draft North Sydney Local Strategic Planning Statement and the directions of the North Sydney Community Strategic Plan. The Proposal was also updated to ensure the project timeline was more accurate and that the draft amendment to clause 14 of schedule 1 did not include conflicting or duplicated property descriptions.

### **1.2. Public Exhibition**

Condition 2 of the Gateway Determination required that the Planning Proposal be placed on public exhibition for a minimum of 28 days. In accordance with Condition 2 of the Gateway Determination and Environmental Planning and Assessment Regulations the Planning Proposal and draft amendment to NSDCP 2013 were placed on public exhibition for 28 days, from Thursday 12 March 2020 to Wednesday 8 April 2020.

### **1.3. Consultation with Public Bodies**

Condition 3 of the Gateway Determination required that the Planning Proposal be referred to NSW Police (North Sydney Local Area Command) and that they be given 21 days within which to comment.

In accordance with Condition 3 of the Gateway Determination, NSW Police (North Sydney Local Area Command) were provided with a copy of the Planning Proposal and supporting materials and given 28 days within which to comment on the proposal.

Council received a response from NSW Police (North Sydney Local Area Command) (refer to Attachment 2) on 5 May 2020. Their response raised no objection to the Planning Proposal and draft amendment to NSDCP 2013 “in principle”, provided Council carefully considered appropriate trading hours and potential amenity impacts. The concerns raised in their submission related to increased noise and disruption, appropriate trading hours, and the potential effects of a concentration of premises supplying alcohol on vulnerable communities (residents of Greenway Flats). These concerns are discussed in more detail in section three of this report.

### **1.4. Public Hearing**

Condition 4 of the Gateway Determination did not require the undertaking of a public hearing in accordance with section 3.34(2)(e) of the EP&A Act. However, the Condition stated that this did not remove the need to undertake a public hearing in relation to section 3.34(2)(e) of the EP&A Act (e.g. in response to a request from a submitter, where Council considers it warranted, or when reclassifying land).

The submissions did not raise any request for, or concerns that would warrant the holding of a public hearing under section 3.34(2)(e) of the EP&A Act.

### **1.5. Authority to Make Plan**

Condition 5 authorises Council to be the local plan-making authority to exercise the functions under section 3.36(2) of the EP&A Act subject to the following:

- (a) the planning proposal authority has satisfied all the conditions of the Gateway determination;
- (b) the planning proposal is consistent with section 9.1 Directions or the Secretary has agreed that any inconsistencies are justified; and
- (c) there are no outstanding written objections from public authorities.

In accordance with this Condition:

- Section 1 of this report demonstrates that Council has satisfied all of the conditions of the Gateway Determination;
- Section 5.3.2 to the Planning Proposal clearly demonstrates that the Planning Proposal is consistent with the relevant s.9.1 Directions; and
- Sections 1.3 and Attachment 1 to this report demonstrate that Council has considered the issues raised by NSW Police (North Sydney Local Area Command) and that there are no objections to the proposal raised by any public authorities.

### **1.6. Timeframes**

Condition 6 required that an LEP, implementing the intent of the Planning Proposal, be made within 12 months of the issuing of the Gateway Determination (or 7 February 2021). Should Council resolve to recommend the making of the LEP, it will leave almost 7 months to make the LEP. A review of previous LEP making processes, indicate that on average, an LEP of similar complexity can be made within 2-3 months after the consideration of the post exhibition report. Therefore, the timeframe should be easily met.

## **2. Public Exhibition**

As indicated in section 1.2 of this report, the Planning Proposal and draft amendment to NSDCP 2013 were placed on public exhibition for 28 days, from Thursday 12 March 2020 to Wednesday 8 April 2020.

All residents and occupiers originally notified of the initial community engagement stage in 2018, and all submitters to that engagement stage were notified by letter of the public exhibition of the Planning Proposal and draft amendment to NSDCP 2013. In addition, notices were placed on Council's website and within the Mosman Daily (12 March 2020).

Hard copies of the exhibition documents were made available at Council's Customer service Centre and Stanton Library and electronic copies made available on Council's Website

## **3. Consideration of Submissions**

A total of twenty-six (26) submissions were received during the public exhibition of the Planning Proposal and draft amendment to NSDCP 2013, of which:

- Eighteen (18) supported the proposals;
- Seven (7) objected to the proposals; and

- One (1) neither supported nor objected to the proposals.

The issues raised in the submissions are addressed in a table forming Attachment 1 to this report. Copies of all submissions have been made available to Councillors via the Hub.

A summary of the key issues is addressed in the following subsections.

### **3.1 Zoning of 2-44 Ennis Road, Kirribilli**

Whilst the owner of 2-44 Ennis Road made no objection to the proposed addition of small bars as a permissible use on their land, they requested that the underlying *SP2 Infrastructure* zoning not be amended in order to maintain the integrity of TfNSW infrastructure above.

#### **Comment:**

The principal aim of the Planning Proposal is to allow smalls bars as an additional permitted use within Kirribilli Village. It is proposed to achieve this by including new provisions within Schedule 1 to NSLEP 2013 only. Accordingly, the underlying zoning of the land will remain unaffected.

### **3.2 Increased Noise**

Several submissions raised concerns that introducing small bars as a permissible use within Kirribilli Village would result in increased levels of noise at later hours, particularly as patrons left venues. This was the primary concern of the submission from NSW Police (North Sydney Local Area Command). Whilst some submissions supported the introduction of small bars, they objected to the proposed extension of trading hours in Kirribilli Village for this reason. Other submissions suggested a more modest extension to trading hours, proposing trading hours until 11pm Mon-Thurs nights to avoid disturbances during the week for workers living near the Village.

#### **Comment:**

The proposal is limited in scope to sites within Kirribilli Village which do not share a boundary with residential development. This reduces the potential for increased noise and disturbances for nearby residents. Entry and egress from potential small bars will be located on the commercial sections of Broughton Street, Fitzroy Street and Ennis Road, which also mitigates potential effects from noise as patrons enter and leave venues. Furthermore, the particular sites chosen would be unlikely to accommodate large courtyards, beer gardens or outdoor dining areas. The potential for severe noise impacts on nearby residents during the operation of small bars and other licensed venues is therefore fairly limited.

It should be noted that NSDCP 2013 currently contains requirements for maintaining acoustic amenity, with noise emission limits to which all businesses must comply. Small bars and other potential applications for later trading hours are required to submit an acoustic report from an accredited professional, to ensure compliance with Council's noise emission limits. These reports may also make recommendations for the design and operation of the premises, and Council requires that any such recommendations are incorporated into a venue's Plan of Management and adhered to at all times. Additional noise criteria may also be required by Liquor and Gaming NSW for licensed premises.

NSDCP 2013 also contains ancillary measures to mitigate potential noise impacts in local centres. These measures include ceasing outdoor trading at an earlier time and requiring that all doors and windows within a venue be closed once outdoor trading has ceased. Council also requires entry and egress to occur along primary roads after 10pm, where a site has two frontages. The draft amendment to NSDCP 2013 extends these measures to reflect the proposed trading hours in Kirribilli Village.

In general, the amenity impacts of small bars tend to be relatively minor, especially in comparison with premises operating with a “hotel license” or large premises operating with an on-premises license such as a function centre. This is because the small size and low capacity of small bars enable staff and management to more effectively monitor patrons and carry out RSA duties.

The current planning controls therefore provide an adequate framework for protecting residential amenity and mitigating and managing noise impacts.

### **3.3 Intoxication and Safety**

Several submissions raised concerns over the proposal’s potential impacts on the safety of Kirribilli Village and surrounding areas. Submitters were concerned that allowing additional licensed premises would lead to an increased presence of intoxicated people around the area, detracting from the amenity of Kirribilli Village and the perception of safety for residents of the area. Some submissions were particularly concerned that Council would not be able to pursue compliance action against alcohol-related offences.

#### **Comment:**

Council has a role to play in the management of issues arising from the operation of licensed premises, alongside NSW Police and Liquor and Gaming NSW. Council is responsible for issuing licensed premises with development consent and ensuring compliance with the conditions of that consent. These conditions include specific acoustic and noise criteria for licensed premises, as outlined in the previous section, and also include conditions related to patron behaviour. If managers or licensees fail to comply with these conditions, Council may issue orders to ensure compliance with the conditions. Council also has the ability to issue trial periods for late-night trading venues, should it be concerned that the level of impact requires further assessment in the future.

NSW Police and Liquor and Gaming NSW also have a role in monitoring the impacts of licensed premises. Small bar liquor licences, issued by Liquor and Gaming NSW, have a range of conditions related to noise, capacity and patron behaviour. These conditions and RSA compliance are enforced by NSW Police, who have direct powers in dealing with intoxication and disorderly behaviour. Should it be required, Liquor and Gaming NSW may choose to suspend or revoke any license issued if their conditions are not adequately met.

However, intoxication and disorderly behaviour is firstly an issue which should be effectively managed by licensed venues themselves. This is usually achieved by adhering to a comprehensive plan of management for the venue. NSDCP 2013 outlines the requirements for plans of management, and applicants for licensed venues or late-night trading are required to

submit these plans to Council for review as part of the development assessment process. These plans of management must include a house policy for minimising harm from alcohol consumption and ensuring responsible service of alcohol (RSA). These plans must also outline measures to protect public safety, provide details of on-site security arrangements and electronic surveillance systems, as well as procedures for staff to manage patron behaviour when entering and exiting the venue.

In addition, the small size and low capacity of small bars enable staff and management to effectively monitor patrons and carry out their RSA duties. Therefore, provided such establishments are well managed, the proposal should not result in any serious impacts on public safety due to intoxication.

### **3.4 Concentration of Late-Night Venues**

Multiple submissions claimed that the Kirribilli Hotel was sufficient as a late-night licensed venue in Kirribilli Village. These submissions were concerned that allowing small bars within Kirribilli Village would lead to a concentration of late-night venues in the area and intensify potential impacts on safety and residential amenity. Some submissions expressed views that there were sufficient licensed venues in or close to the area already, and so there was no need to allow more. The availability, access to and potential saturation of premises supplying alcohol, was also raised in the submission from NSW Police, particularly in relation to vulnerable persons living within the Greenway Flats on Ennis Road. In their submission NSW Police stated that there were currently fifty-two (52) licensed premises in Kirribilli and Milsons Point, though the vast majority of these premises are cafes and restaurants with 'on premises' licences.

#### **Comment:**

Although there are already many licensed premises within and around Kirribilli Village, the majority of these are restaurants and cafes. These premises, despite being allowed to sell alcohol without meals, are primarily food establishments. The type of service these venues provide is different to that which is provided by small bars. The Kirribilli Hotel is an exception to this and operates under a hotel licence and whilst not permitted in the B1 Neighbourhood Centre zone, is permitted with development consent via clause 2.6 and Schedule 1 – additional permitted uses under NSLEP 2013. Accordingly, the proposal does not allow venues of this size and type to be permitted elsewhere within the Kirribilli Village. 'Small bars' are defined as a bar which operates without gaming machines and takeaway alcohol sales, with a maximum of 120 patrons. These types of venues are much smaller in scale than other types of licensed premises, and as such present fewer potential impacts on neighbourhood amenity.

Part B Section 7 of NSDCP 2013 Late Night Trading Hours outlines the matters which Council considers when assessing development applications involving late night trading. Among these matters are "the impact of the premises on the mix, diversity and possible concentration of late night uses in the locality". Council is therefore able to consider the impacts of each individual venue and the cumulative impacts of multiple venues when assessing development applications. If at any point in the future the concentration of late-night venues within Kirribilli Village presented unacceptable impacts on residential amenity and public safety, Council would be able to refuse further development applications for late night trading or licensed premises.

Small bars not permitted to sell takeaway alcohol and have relatively small capacities. As such, provided venues undertake responsible service of alcohol and put in place measures to protect neighbourhood amenity (see sections 3.2 and 3.3 of this report), the introduction of small bars as a permissible use within Kirribilli Village would not have a detrimental impact on vulnerable residents within the local community.

The provisions of NSDCP 2013 are sufficient to address this issue, and therefore no amendment to the proposal is warranted.

### **3.5 Parking and Transport**

Several submissions claimed that there was insufficient parking within Kirribilli Village and surrounding streets to support small bars. These submitters raised concerns over increased traffic generation by potential venues and questioned the ability of local roads to accommodate such an increase.

#### **Comment:**

The proposal allows small bars as an additional permitted use on specific sites in Kirribilli Village. The intent of this approach is to increase the diversity of offerings within the centre, without changing any other planning controls affecting Kirribilli Village. The proposal should not increase the intensity of commercial activity in the Village and therefore significant increases in the demand for parking are not anticipated.

There is some doubt as to whether patrons of potential small bars would choose to drive to and from a venue. Given that the primary service of small bars is the sale and consumption of alcohol, it is likely that most patrons will decline to drive, due to the stiff penalties that apply if caught. Walking, catching public transport (buses trains and ferries), taxis and rideshare are likely to be the primary method of transport favoured by small bar patrons.

Kirribilli Village is very well serviced by public transport, with all sites affected by the Planning Proposal being within 200m walk of Milsons Point Railway Station, which has services running past midnight on weeknights and Sundays, and to around 1 am on Friday and Saturday nights. Frequent bus services also pass along Broughton Street with stops adjacent to the Railway Station. The proximity of the affected sites to public transport, and the availability of late-night services would to a large extent, mitigate additional traffic generation and demand for parking.

### **4. Conclusion**

A number of issues were raised in submissions with regard to the proposed amendments to NSLEP 2013 and NSDCP 2013. In particular, issues were raised with regard to impacts on amenity through increased noise and intoxication and reductions in personal safety and parking. However, most of these issues can be addressed through the existing provisions in NSDCP 2013 for late-night trading and licensed venues. These provisions detail the requirements for Plans of Management licensed venues and outline the ways in which Council manages potential noise and amenity impacts from late-night trading. The smaller size and scale of small bars as a proposed additional use and the restriction of the proposal to sites that

do not share a border with residential development, also lessen many of the potential impacts raised in submissions. The current planning controls provide sufficient means to mitigate and manage the potential impacts from small bars and extended trading hours within Kirribilli Village.

The Planning Proposal as publicly exhibited seeks to amend Schedule 1 of NSLEP 2013 and allow small bars as a permissible use on sites within Kirribilli Village that are not located on a residential interface. In response to the submissions made, it is recommended that the Planning Proposal be adopted without amendment and that Council forward the Planning Proposal (Attachment 3) to Parliamentary Counsel requesting that an amendment to NSLEP 2013 be made giving effect to the Planning Proposal.

The draft amendment to NSDCP 2013 seeks to extend trading hours within Kirribilli Village to 7am – 11pm (Mon-Wed), 7am to midnight (Thurs-Sat) and 7am to 10pm (Sun) for the sites within Kirribilli Village where small bars are permitted. All other sites within Kirribilli Village are proposed to trade from 7 am – 10 pm (Sun-Wed) and 7 am to 11 pm (Thurs-Sat).

It is recommended that Council adopt the proposed amendment to NSDCP 2013 as exhibited (Attachment 4).



## ATTACHMENT 3

### Planning Proposal 8/19 to amend North Sydney Local Environmental Plan 2013 Summary of public submissions received during public exhibition period (12 March 2020 – 8 April 2020)

The following criteria are used to analyse all submissions received, and to determine whether or not the plan would be amended:

1. The Planning Proposal to amend North Sydney Local Environmental Plan 2013 **would be** amended if issues raised in the submission:
  - a provided additional information of relevance.
  - b indicated or clarified a change in government legislation, Council's commitment or management policy.
  - c proposed strategies that would better achieve or assist with Council's objectives.
  - d was an alternate viewpoint received on the topic and is considered a better option than that proposed in the Planning Proposal or;
  - e indicated omissions, inaccuracies or a lack of clarity.
  
2. The Planning Proposal to amend North Sydney Local Environmental Plan 2013 **would not be** amended if the issues raised in the submission:
  - a addressed issues beyond the scope of the Planning Proposal.
  - b was already in the Planning Proposal or will be considered during the development of a subordinate plan (prepared by Council).
  - c offered an open statement, or no change was sought.
  - d clearly supported the Planning Proposal.
  - e was an alternate viewpoint received on the topic but the recommendation of the Planning Proposal was still considered the best option.
  - f was based on incorrect information.
  - g contributed options that are not possible (generally due to some aspect of existing legislation or government policy) or; involved details that are not appropriate or necessary for inclusion in a document aimed at providing a strategic community direction over the long term.

No.	Issue	Key Points Raised	Council Response	Recommended Action	Criteria
1	<b>General Support</b>	Supported the proposal, viewed small bars as a positive for the local community.	Noted.	N/A	2D
2	<b>General Support</b>	Supported the DCP amendment for trading hours in Kirribilli.	Noted.	N/A	2D
3.	<b>General Support</b>	Strongly supported the proposal and DCP amendment. Viewed small bars as a positive for the local community.	Noted.	N/A	2D
	<b>Noise</b>	Claimed that the noise impacts of the proposal would be minimal.	<b>See Section 3.2 of Council Report</b> Noted.	N/A	2D
	<b>Transport Access</b>	Noted that the area has good public transport access which would support small bars as a use in the Village.	<b>See section 3.5 of Council Report</b> Noted.	N/A	2D
4.	<b>General Support</b>	Supported the proposal.	Noted.	N/A	2D
	<b>Trading Hours</b>	Only supported trading hours until 11 pm.	Noted.	N/A	2E
5.	<b>Noise</b>	The proposal will generate noise impacts for nearby residents.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E
	<b>Parking and Traffic</b>	Concerned that there was insufficient parking in Kirribilli to support small bars as an additional use.	<b>See section 3.5 of Council Report</b> Kirribilli Village is very well-serviced by public transport, with services running beyond proposed trading hours.	N/A	2E
	<b>Local character</b>	Concerned that small bars would not suit Village character and detrimentally impact retail mix. Other areas in the city and north shore already serve this use.	Noted. The proposal permits small bars as a use within Kirribilli Village without changing other planning controls. This allows a greater diversity of businesses in the Village whilst retaining its current scale and local centre.	N/A	2E
6.	<b>General Support</b>	Supported the proposal and DCP amendment.	Noted.	N/A	2D
7.	<b>General Support</b>	Supported the proposal, viewed small bars as a positive for the local community.	Noted.	N/A	2D
	<b>Younger demographics</b>	The proposal would particularly benefit younger demographics in the area. Raised concerns that these demographics are not often heard from or represented.	Noted.	N/A	2D

No.	Issue	Key Points Raised	Council Response	Recommended Action	Criteria
8.	<b>General Support</b>	Supported the proposal and DCP amendment, viewed small bars as a positive for the local community.	Noted.	N/A	2D
	<b>Local character</b>	Viewed small bars as a positive addition which would be a benefit for the vibrancy and character of Kirribilli Village.	Noted.	N/A	2D
9.	<b>General Support</b>	Supported the proposal, viewed small bars as a positive for the local community.	Noted.	N/A	2D
	<b>Local character</b>	Viewed small bars as a positive addition which would be a benefit for the vibrancy and character of Kirribilli Village.	Noted.	N/A	2D
	<b>Younger demographics</b>	The proposal would particularly benefit younger demographics in the area.	Noted.	N/A	2D
10.	<b>General Support</b>	Generic support of the proposal.	Noted.	N/A	2D
11.	<b>Extent of Planning Proposal</b>	Sought clarity over the areas affected by the proposal.	Clarification was given.	N/A	2C
	<b>Noise</b>	Objected to proposal due to the noise impacts on surrounding businesses and residents.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E
12.	<b>DCP Amendment</b>	Supported later trading hours, viewed extended trading as a positive for business and the local community.	Noted.	N/A	2D
13.	<b>Noise</b>	Raised concerns that small bars and later trading would create more noise and disrupt nearby residents.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E
	<b>Intoxication</b>	Raised concerns that small bar would lead to an increase of intoxicated persons in the area and make local residents feel unsafe.	<b>See section 3.3 of Council Report</b> Council requires licenced venues to incorporate measures to protect public safety such as security into their plans of management. Small bars tend to have a lower incidence of intoxication and anti-social behaviour than other types of licenced venues.	N/A	2E

No.	Issue	Key Points Raised	Council Response	Recommended Action	Criteria
	<b>Existing venues</b>	Claimed that the Kirribilli Hotel is sufficient as a later trading licenced premises, and that other venues would cause a detrimental impact on the Village.	<b>See section 3.4 of Council Report</b> The concentration of late night venues is something which Council takes into consideration during the development assessment process. Small bars have a more restrictive type of licence and as such their potential impacts are smaller than other types of venues.	N/A	2B
14.	<b>General Support</b>	Supported later trading hours, viewed extended trading as a positive for business and the local community.	Noted.	N/A	2D
	<b>Trading Hours</b>	Supported longer opening hours, beyond 10 pm on Sundays.	Noted. 10pm closure on Sunday aligns with the trading hours for other neighbourhood centres in the North Sydney LGA.	N/A	2E
15.	<b>Noise</b>	Raised concerns that small bars and later trading would create more noise and disrupt nearby residents.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E
	<b>Intoxication</b>	Concerned that small bars would generate anti-social and obnoxious behaviour in the neighbourhood.	<b>See section 3.3 of Council Report</b> Council requires licenced venues to incorporate measures to protect public safety such as security into their plans of management. Small bars tend to have a lower incidence of intoxication and anti-social behaviour than other types of licenced venues.	N/A	2E
	<b>Parking and Traffic</b>	Concerned that introducing small bars as a use in Kirribilli Village would generate additional traffic and put further strain on current parking.	<b>See section 3.5 of Council Report</b> Kirribilli Village is very well-serviced by public transport, with services running beyond proposed trading hours.	N/A	2E
16.	<b>Local character</b>	Objected to the proposal as it would compromise the character and amenity of Kirribilli Village.	The Planning Proposal adds 'small bars' as a permissible use on certain sites in Kirribilli Village, and leaves the rest of Kirribilli Village unchanged. This approach therefore seeks to maintain the character of the Village by maintain the current zoning controls.	N/A	2E

No.	Issue	Key Points Raised	Council Response	Recommended Action	Criteria
	<b>Safety</b>	Concerned that introducing small bars within Kirribilli Village would detract from the safety of the area and surrounds, especially late at night.	<b>See section 3.3 of Council Report</b> Council requires licenced venues to incorporate measures to protect public safety such as security into their plans of management. Small bars tend to have a lower incidence of intoxication and anti-social behaviour than other types of licenced venues.	N/A	2E
	<b>Existing Venues</b>	Claimed that there were sufficient licenced venues in Kirribilli to serve the local community.	<b>See section 3.4 of Council Report</b> The concentration of late night venues is something which Council takes into consideration during the development assessment process.	N/A	2B
17.	<b>General Support</b>	Supported the introduction of small bars as a permissible use in Kirribilli Village.	Noted.	N/A	2D
	<b>Noise</b>	Raised concerns that extended trading would create additional noise impacts on local residents.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E
	<b>Parking and Traffic</b>	Expressed concerned over the impact of extended trading hours on parking for residents given the already limited nature of parking in the area.	<b>See section 3.5 of Council Report</b> Kirribilli Village is very well-served by public transport, with services running beyond proposed trading hours.	N/A	2E
18.	<b>General Support</b>	Supported the introduction of small bars as a permissible use in Kirribilli Village and the extension of trading hours. Saw the proposal as beneficial for the amenity and vibrancy of the Village and a positive for the local community.	Noted.	N/A	2D
19.	<b>Trading Hours</b>	Requested that the proposed trading hours be amended to 7am to 11pm on Thursdays, in order to protect amenity for workers living nearby.	<b>See section 3.2 of Council Report</b> Noted. Existing planning controls should be sufficient to avoid potential amenity impacts on nearby workers.	N/A	2E
20.	<b>Neighbourhood Amenity</b>	Objected to the proposal due to the potential amenity impacts for nearby residents, particularly the noise from patrons entering and exiting venues.	<b>See section 3.2 of Council Report</b> NSDCP 2013 contains provisions for mitigating adverse noise impacts from licenced venues. Limiting the extent of the Planning Proposal to sites that do not share a boundary with residential development mitigates potential noise impacts.	N/A	2E

No.	Issue	Key Points Raised	Council Response	Recommended Action	Criteria
	<b>Council's ability to enforce conditions</b>	Raised concerns that Council has a limited ability to enforce DA approval conditions, especially in regard to dealing with alcohol and licencing issues.	<b>See section 3.3 of Council Report</b> Council has the ability to pursue compliance action when businesses fail to adhere to conditions. Other alcohol and licence related issues are managed by NSW Police and Liquor and Gaming NSW.	N/A	2F
21.	<b>General Support</b>	Strongly supported the proposal, saw small bars as a positive for the vibrancy of Kirribilli Village.	Noted.	N/A	2D
	<b>Diversity of Kirribilli Village</b>	Supported the proposal as it would allow a greater diversity of options in the Village.	Noted.	N/A	2D
22.	<b>General Support</b>	Identical submission to previous, supported the proposal.	Noted.	N/A	2D
23.	<b>Parking and Traffic</b>	Objected to the proposal due to concerns that the introduction of small bars to Kirribilli Village would put strain on the already limited parking capacity in the area, especially during the evening.	<b>See section 3.5 of Council Report</b> Kirribilli Village is very well-served by public transport, with services running beyond proposed trading hours.	N/A	2E
24.	<b>General Support</b>	Supported the proposal, view small bars as a positive for the vibrancy of Kirribilli Village.	Noted.	N/A	2D
25.	<b>General Support</b>	Made no objection to the proposal as it did not affect the current use of the site and their operations at 22-44 Ennis Road. They highlighted that there should be no change to the SP2 Infrastructure zone above 2-44 Ennis Road.	<b>See section 3.1 of Council Report</b> Noted.	N/A	2D
26.	<b>General Support</b>	Raised no objection to the proposal, provided trading hours and amenity impacts were carefully considered.	Noted.	N/A	2D
	<b>Noise</b>	Controls and conditions to reduce and mitigate noise impacts should be strongly considered for all potential premises and particularly for any premises located at 11-33 Broughton Street or 32 Burton Street.	<b>See section 3.2 of Council Report</b> Noted. Appropriate planning controls are in place to manage noise impacts, the draft DCP Amendment proposes to extend these to reflect proposed trading hours.	N/A	2B
	<b>Trading Hours</b>	Recommended any new premises be subjected to a trial period of 12pm to 2am (standard small bar trading hours).	<b>See section 3.2 of Council Report</b> Noted.	N/A	2B
	<b>Vulnerable Communities</b>	Council should consider potential impacts on vulnerable residents located in the Greenway Flats, especially in relation to the availability and saturation of premises supplying alcohol.	<b>See section 3.4 of Council report</b> Noted. Planning Proposal presents minimal risk to vulnerable residents provided premises adhere to comprehensive plan of management.	N/A	2B

IT IS RECOMMENDED THAT COUNCILLORS REFER TO THE COMPLETE SUBMISSIONS MADE AVAILABLE TO THEM, AND TO THE REPORT TO COUNCIL, WHICH EXPANDS ON THE ISSUES RAISED IN THE SUBMISSIONS.



# **PLANNING PROPOSAL**

## ***Small Bars in Kirribilli Village***

**V\_4 March 2020**



## 1 INTRODUCTION

---

North Sydney Council (Council) has prepared a Planning Proposal to amend North Sydney Local Environmental Plan (NSLEP) 2013.

The intent of the Planning Proposal is to include small bars as an additional permissible use on nominated sites within Kirribilli Village where these sites are not located adjacent to a residential interface.

The Planning Proposal responds to recent community consultation, wherein support was expressed for small bars and later trading hours within Kirribilli Village, whilst ensuring its local character and village atmosphere is retained. This planning proposal is consistent with the resolution of the Council meeting held on 23 September 2019.

The intent of the Planning Proposal can be achieved by amending Schedule 1 – Additional permitted uses as follows:

- Include a new clause to permit small bars with development consent on the following sites:
  - 11-33 Broughton Street, Kirribilli (inclusive)
  - 32 Burton Street, Kirribilli
- Amend Clause 14 – 2-28 Ennis Road, Kirribilli, to incorporate a new subclause to permit small bars with development consent on the subject lands and to correct the street address to 2-44 Ennis Road.

The Planning Proposal has been prepared in accordance with 3.33 of the Environmental Planning and Assessment Act, 1979 (EP&A Act) and the Department of Planning, Industry and Environment's (DPIE) document "*A guide to preparing planning proposals*" (December 2018).

A subsequent amendment to North Sydney Development Control Plan 2013 is being concurrently exhibited with this planning proposal, seeking to amend the trading hours of licensed premises, including small bars, within the Kirribilli Village.

## 2 BACKGROUND

### 2.1 Council Reports

Council resolved at its meeting held on 28 March 2018:

1. *That public consultation be undertaken 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.*
2. *That a draft consultation strategy be reported to the Legal and Planning Committee in May 2018 and include a financial and resourcing implications and the strategy have particular regard to accessing the views of residents and small business owners in both Milsons Point and Kirribilli*
3. *That following the consultation period, a further report be submitted to Council.*

A report including the draft Community Engagement Strategy was considered at the Legal and Planning Committee held on 7 May 2018. The minutes of this meeting were endorsed at the Council Meeting on 25 May 2018, where it was resolved;

1. *That the Small Bars and Extended Trading Hours for Kirribilli Village – Draft Community Engagement Strategy report be noted.*
2. *That the community consultation be undertaken in accordance with the draft Community Engagement Strategy.*
3. *That the outcome of the consultation be reported back to Council.*

Community engagement was undertaken between 19 July and 17 August 2018 wherein Council undertook a comprehensive engagement process to ascertain community views on trading hours and small bars in Kirribilli Village. This included direct letters to residents and business across the Kirribilli Peninsular (over 7,000 letters); notification on Council's website, Mosman Daily Advertisements together with social media posts and direct correspondence to government and industry stakeholders. A total of 918 survey responses and 9 individual submissions were received. Key outcomes of the survey included:

- A total of 69% of respondents said they would like to see later trading hours in Kirribilli.
- The majority of respondents (62%) supported trading hours until 12 midnight Thursday – Saturday (weekends), with a further 18% of respondents supporting trading beyond 12pm midnight.
- A total of 75% of respondents said that small bars should be permitted in Kirribilli Village.
- A total of 47% considered trading hours for small bars should be the same as other businesses and an additional 39% of respondents felt that trading hours for small bars should be longer than other businesses.

North Sydney Local Area Command were consulted and verbally advised they raised no objection in principle to considering expanded trading hours and small bars in Kirribilli Village subject to careful amenity impacts, particularly at the zone interface. Premises located on the interface with residential zones are likely to result in a greater level of amenity impacts from small bars.

Concerns that were raised by those who did not support the introduction small bars and later trading hours in Kirribilli Village included:

---

 Planning Proposal – Small Bars in Kirribilli Village
 

---

- Loss of amenity for residents
- Increased noise and disturbance
- Decreased level of safety
- Increased level of crime
- Loss of the Village atmosphere and character
- Loss of diversity of offerings in Kirribilli if small bars proliferate the locality
- Lack of car parking and greater traffic impacts

The outcomes of the consultation were reported to Council on 24 September 2018 wherein Council resolved:

1. *That Council note the outcomes of the community consultation.*
2. *That Council staff prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli in response to the outcomes of the community consultation.*

A further report was considered by Council on 23 September 2019 which outlined options available for implement of small bars and later trading hours in Kirribilli Village and recommended as follows:

1. *That Council prepare a planning proposal to amend North Sydney Local Environmental Plan 2013 to include an additional permitted use under Schedule 1 to allow small bars within those parts of Kirribilli Village that are not located adjacent to a residential interface.*
2. *That the Planning Proposal be referred to the Local Planning Panel for their advice prior to being reported back to Council for the purposes of seeking a Gateway Determination.*
3. *That Council prepare an amendment to North Sydney Development Control Plan 2013 Section 7 (Late night trading) to extend trading hours for the Kirribilli Village and strengthen development controls relating to small bars within Kirribilli Village.*
4. *That once resolution 3 has been completed, that the draft DCP amendment be reported back to Council for adoption and endorsement to be placed on public exhibition.*
5. *That the planning proposal and draft DCP amendment be exhibited concurrently.*

This planning proposal has been prepared to respond to this resolution of Council.

In response to Resolution No.3 above, Council resolved on 24 February 2020 to adopt draft amendments to NSDCP 2013 and place those draft amendments on public exhibition concurrently with this planning proposal.

## **2.2 Gateway Determination**

On 7 February 2020, a Gateway Determination was issued by the DPIE allowing the Planning Proposal to proceed to public exhibition, subject to satisfying a number of conditions. In particular, Condition No. 1 of the Gateway Determination required that:

*Prior to public exhibition the planning proposal is to be updated to:*

- (a) *demonstrate consistency with the Draft North Sydney Local Strategic Planning Statement (LSPS). This must include removing references to actions from the Draft LSPS that are not applicable to land subject to the planning proposal;*

Planning Proposal – Small Bars in Kirribilli Village

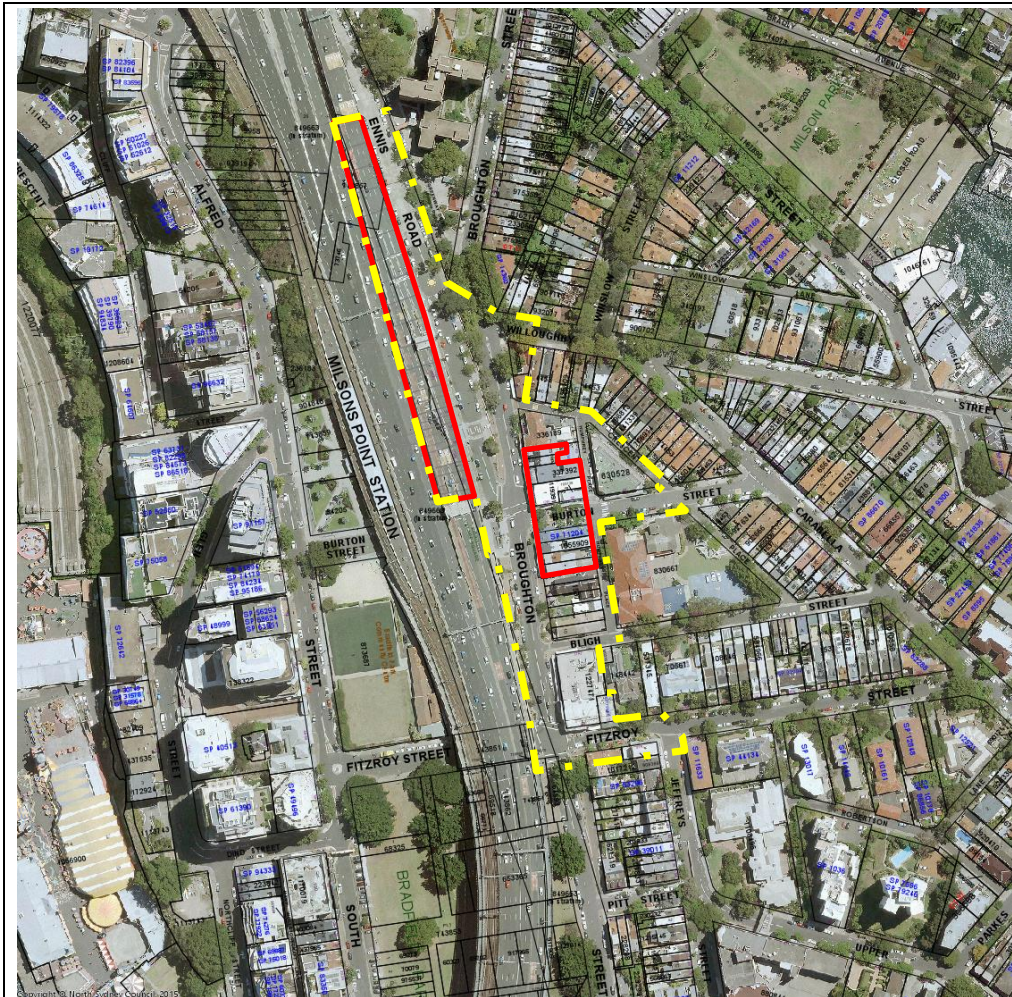
---

- (b) *ensure that directions from the North Sydney Community Strategic Plan (CSP) that are referenced in the planning proposal are consistent with directions contained in the CSP;*
- (c) *ensure that the project timeline is accurate and updated to reflect the anticipated twelve month timeframe for completion; and*
- (d) *ensure that the draft amendment to clause 14 of schedule 1 in the explanation of provisions does not include conflicting or duplicated property descriptions.*

This version of the Planning Proposal has been amended to comply with this Condition.

### 3 SITE LOCALITY

The Planning Proposal applies to certain land, illustrated by a solid red line within FIGURE 1, located within the Kirribilli Village, illustrated by a dotted yellow line in FIGURE 1.



**FIGURE 1:**  
*Aerial Photograph (2018)*

The specific allotments affected by the planning proposal are identified in TABLE 1.

TABLE 1: Site Identification		
Street Address	Suburb	Legal Description
11-17 Broughton Street	Kirribilli	Lot 3 and 4, Sec B, DP 1537
19 Broughton Street	Kirribilli	Lot 2, DP1055909
21 Broughton Street	Kirribilli	SP71204
23-25 Broughton Street	Kirribilli	Lot 1, DP119391
32 Burton Street	Kirribilli	Lot 1, DP103130
27-29 Broughton Street	Kirribilli	Lot 1, DP 337392

<b>TABLE 1: Site Identification</b>		
<b>Street Address</b>	<b>Suburb</b>	<b>Legal Description</b>
31 Broughton Street	Kirribilli	Lot 1, DP1031721
33 Broughton Street	Kirribilli	Lot 2, DP1031721
RMS Bays 24-44, 2-44 Ennis Road	Kirribilli	N/A

### 3.1 Kirribilli Village

Kirribilli Village is a vibrant local centre with a harbourside location and served by Milsons Point Railway Station. Ennis Road, as part of Kirribilli Village, comprises a series of bays located below the approaches to the Sydney Harbour Bridge. Kirribilli Village provides a variety of small-scale retail, business and community uses that serve the needs of the people who live and work in the surrounding neighbourhood.

### 3.2 Local Context

Kirribilli Village is generally surrounded by residential zones to the northern, eastern and southern periphery, which incorporates a mix of *R2 Low Density Residential*, *R3 Medium Density Residential* and *R4 High Density Residential* development.

The Railway line provides the western boundary to Kirribilli Village. To the west of the Railway line is Milsons Point, comprising B4 Mixed Use development. It is noted that the *B4 Mixed Use* zone permits small bars.

Bradfield Park and Sydney Harbour are located to the south and southwest of Kirribilli Village.

## 4 STATUTORY CONTEXT

NSLEP 2013 is the principal planning instrument that applies to the land subject to the planning proposal. The relevant provisions of NSLEP 2013 are discussed in the following subsections.

### 4.1 Aims of Plan

Clause 1.2 of NSLEP 2013 outlines the aims of the LEP. In particular, it states:

- (1) *This Plan aims to make local environmental planning provisions for land in North Sydney in accordance with the relevant standard environmental planning instrument under section 33A of the Act.*
- (2) *The particular aims of this Plan are as follows:*
  - (a) *to promote development that is appropriate to its context and enhances the amenity of the North Sydney community and environment,*
  - (b) *in relation to the character of North Sydney's neighbourhoods:*
    - (i) *to ensure that new development is compatible with the desired future character of an area in terms of bulk, scale and appearance, and*
    - (ii) *to maintain a diversity of activities while protecting residential accommodation and local amenity, and*
    - (iii) *to ensure that new development on foreshore land does not adversely affect the visual qualities of that foreshore land when viewed from Sydney Harbour and its tributaries,*
  - (c) *in relation to residential development:*
    - (i) *to ensure that new development does not adversely affect residential amenity in terms of visual and acoustic privacy, solar access and view sharing, and*
    - (ii) *to maintain and provide for an increase in dwelling stock, where appropriate,*
  - (d) *in relation to non-residential development:*
    - (i) *to maintain a diversity of employment, services, cultural and recreational activities, and*
    - (ii) *to ensure that non-residential development does not adversely affect the amenity of residential properties and public places, in terms of visual and acoustic privacy, solar access and view sharing, and*
    - (iii) *to maintain waterfront activities and ensure that those activities do not adversely affect local amenity and environmental quality,*
  - (e) *in relation to environmental quality:*
    - (i) *to maintain and protect natural landscapes, topographic features and existing ground levels, and*
    - (ii) *to minimise stormwater run-off and its adverse effects and improve the quality of local waterways,*
  - (f) *to identify and protect the natural, archaeological and built heritage of North Sydney and ensure that development does not adversely affect its significance,*
  - (g) *to provide for the growth of a permanent resident population and encourage the provision of a full range of housing, including affordable housing.*

### 4.2 Land Use Table

The Planning Proposal applies to land in the following zones:

- *B1 Neighbourhood Centre; and*
- *SP2 Infrastructure.*

The relevant objectives and provisions of these zones, other than those zones that only apply to road reserves, state:

**Zone B1 Neighbourhood Centre**

**1 Objectives of zone**

- To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.
- To encourage active street life while maintaining high levels of residential amenity.
- To encourage development for the purpose of shop top housing.

**2 Permitted without consent**

Environmental protection works

**3 Permitted with consent**

Boarding houses; Business premises; Centre-based child care facilities; Community facilities; Entertainment facilities; Health services facilities; Information and education facilities; Kiosks; Medical centres; Neighbourhood shops; Neighbourhood supermarkets; Office premises; Oyster aquaculture; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Respite day care centres; Restaurants or cafes; Roads; Shops; Shop top housing; Signage; Tank-based aquaculture; Take away food and drink premises

**4 Prohibited**

Pond-based aquaculture; Any development not specified in item 2 or 3

**Zone SP2 Infrastructure**

**1 Objectives of zone**

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

**2 Permitted without consent**

Environmental protection works

**3 Permitted with consent**

Aquaculture; Roads; The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose

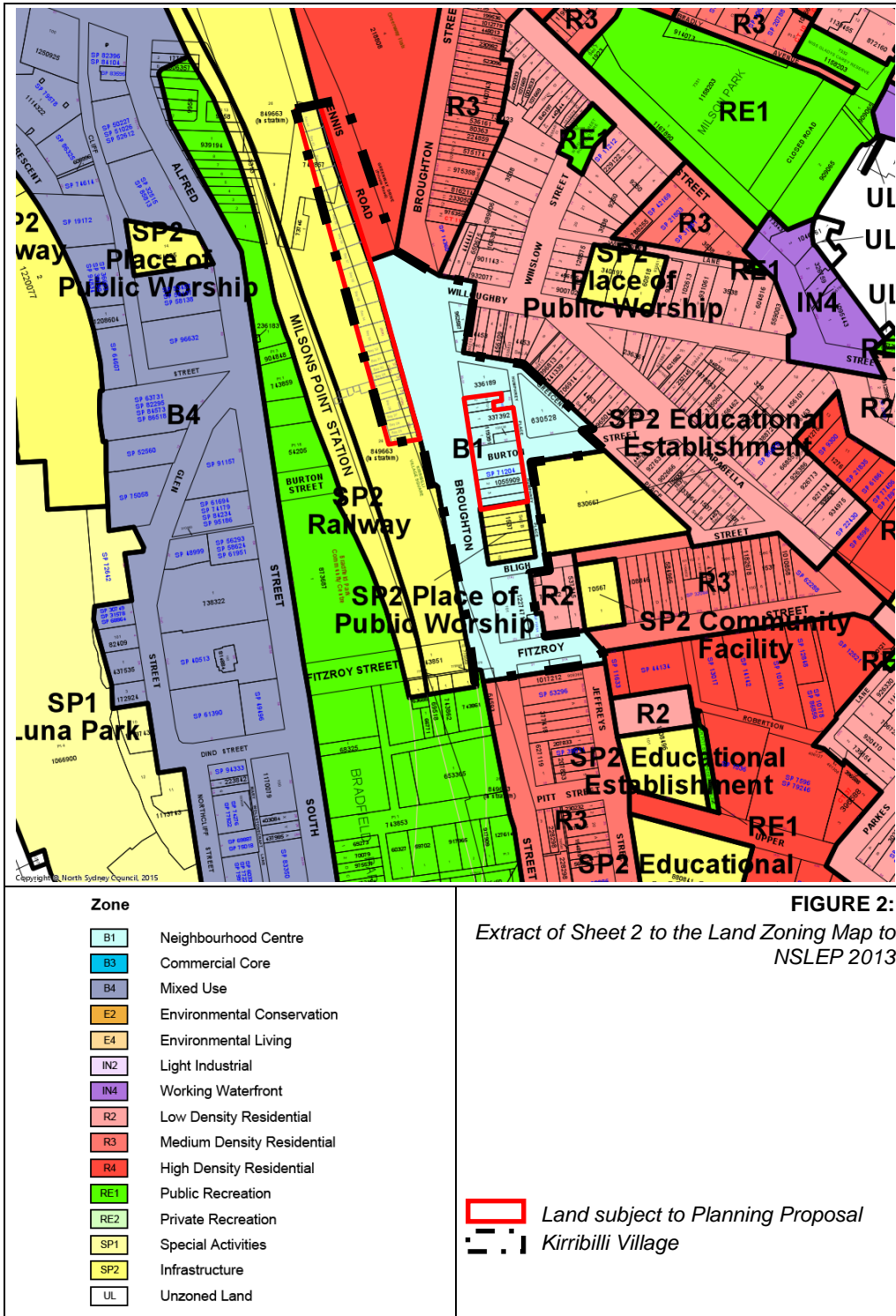
**4 Prohibited**

Any development not specified in item 2 or 3

The zoning of land is identified on the Land Zoning Map, which comprises 5 separate sheets. Land to which the Planning Proposal principally relates is identified on Sheet LNZ\_002, an extract of which is illustrated in FIGURE 2.



Planning Proposal – Small Bars in Kirribilli Village



### 4.3 Additional Permitted Uses

Clause 2.5 of NSLEP relates to additional permitted uses for particular land. This clause states:

- (1) *Development on particular land that is described or referred to in Schedule 1 may be carried out:*
  - (a) *with development consent, or*
  - (b) *if the Schedule so provides—without development consent, in accordance with the conditions (if any) specified in that Schedule in relation to that development.*
- (2) *This clause has effect despite anything to the contrary in the Land Use Table or other provision of this Plan.*

The following clauses within Schedule 1 to NSLEP 2013 are relevant to the Planning Proposal:

**14 Use of certain land at 2–28 Ennis Road, Kirribilli**

- (1) *This clause applies to land at Bays 24–44, 2–28 Ennis Road, Kirribilli, being cubic spaces under the Warringah Expressway.*
- (2) *Development for the purposes of any permissible use in Zone B1 Neighbourhood Centre is permitted with development consent.*

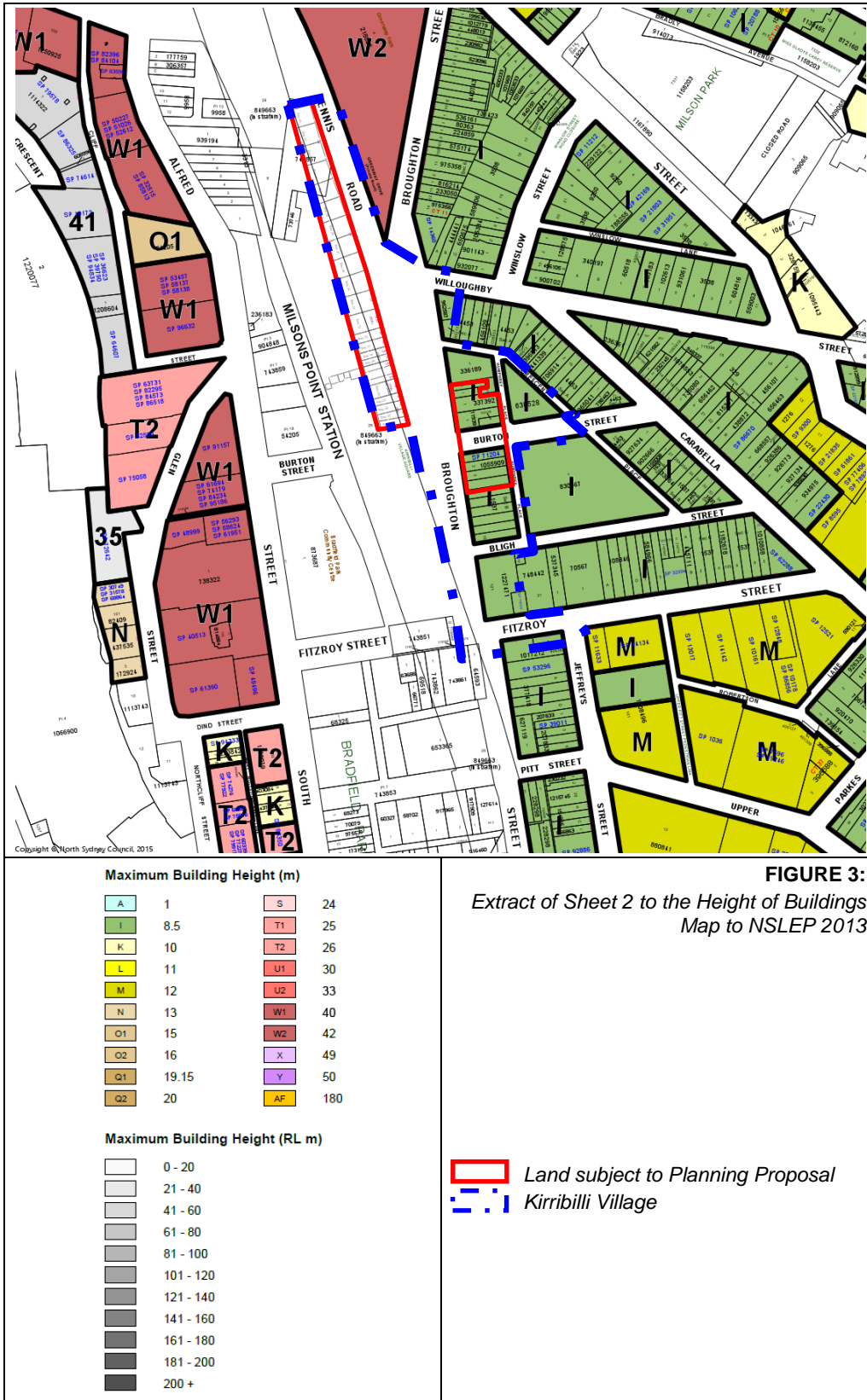
### 4.4 Building Height

Clause 4.3 of NSLEP 2013 sets maximum building heights for all land identified on the Height of Buildings Map. In particular, it states:

- (1) *The objectives of this clause are as follows:*
  - (a) *to promote development that conforms to and reflects natural landforms, by stepping development on sloping land to follow the natural gradient,*
  - (b) *to promote the retention and, if appropriate, sharing of existing views,*
  - (c) *to maintain solar access to existing dwellings, public reserves and streets, and to promote solar access for future development,*
  - (d) *to maintain privacy for residents of existing dwellings and to promote privacy for residents of new buildings,*
  - (e) *to ensure compatibility between development, particularly at zone boundaries,*
  - (f) *to encourage an appropriate scale and density of development that is in accordance with, and promotes the character of, an area.*
- (2) *The height of a building on any land is not to exceed the maximum height shown for the land on the Height of Buildings Map.*
- (2A) - (2C) *(Repealed)*

Land to which the Planning Proposal relates is identified on Sheet HOB\_002 of the Height of Buildings Map, an extract of which is illustrated in FIGURE 3.

Planning Proposal – Small Bars in Kirribilli Village



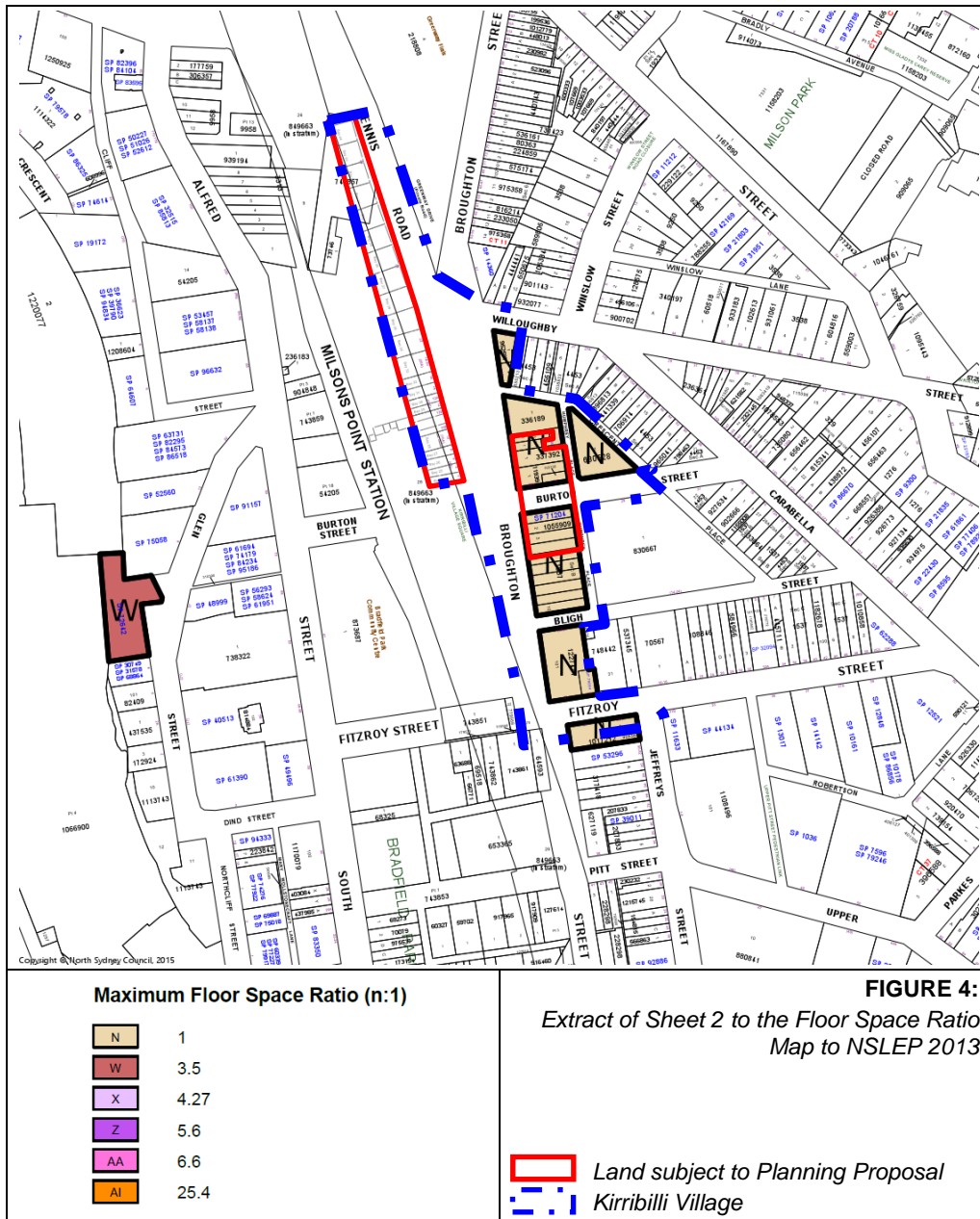
#### **4.5 Floor space ratios**

Clause 4.4 of NSLEP 2013 sets maximum floor space ratios for all land identified on the Floor Space Ratio Map. In particular, it states:

- (1) *The objectives of this clause are as follows:*
  - (a) *to ensure the intensity of development is compatible with the desired future character and zone objectives for the land,*
  - (b) *to limit the bulk and scale of development.*
- (2) *The maximum floor space ratio for a building on any land is not to exceed the floor space ratio shown for the land on the Floor Space Ratio Map.*

Land to which the Planning Proposal relates is identified on Sheet FSR\_002 of the Floor Space Ratio Map, an extract of which is illustrated in FIGURE 4.

Planning Proposal – Small Bars in Kirribilli Village



4.6 Heritage conservation

Clause 5.10 of NSLEP contains specific provisions relating to heritage conservation and states:

- (1) Objectives  
The objectives of this clause are as follows:
  - (a) to conserve the environmental heritage of North Sydney,
  - (b) to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,
  - (c) to conserve archaeological sites,
  - (d) to conserve Aboriginal objects and Aboriginal places of heritage significance.

Planning Proposal – Small Bars in Kirribilli Village

---

- (2) *Requirement for consent*  
*Development consent is required for any of the following:*
- (a) *demolishing or moving any of the following or altering the exterior of any of the following (including, in the case of a building, making changes to its detail, fabric, finish or appearance):*
    - (i) *a heritage item,*
    - (ii) *an Aboriginal object,*
    - (iii) *a building, work, relic or tree within a heritage conservation area,*
  - (b) *altering a heritage item that is a building by making structural changes to its interior or by making changes to anything inside the item that is specified in Schedule 5 in relation to the item,*
  - (c) *disturbing or excavating an archaeological site while knowing, or having reasonable cause to suspect, that the disturbance or excavation will or is likely to result in a relic being discovered, exposed, moved, damaged or destroyed,*
  - (d) *disturbing or excavating an Aboriginal place of heritage significance,*
  - (e) *erecting a building on land:*
    - (i) *on which a heritage item is located or that is within a heritage conservation area, or*
    - (ii) *on which an Aboriginal object is located or that is within an Aboriginal place of heritage significance,*
  - (f) *subdividing land:*
    - (i) *on which a heritage item is located or that is within a heritage conservation area, or*
    - (ii) *on which an Aboriginal object is located or that is within an Aboriginal place of heritage significance.*
- (3) *When consent not required*  
*However, development consent under this clause is not required if:*
- (a) *the applicant has notified the consent authority of the proposed development and the consent authority has advised the applicant in writing before any work is carried out that it is satisfied that the proposed development:*
    - (i) *is of a minor nature or is for the maintenance of the heritage item, Aboriginal object, Aboriginal place of heritage significance or archaeological site or a building, work, relic, tree or place within the heritage conservation area, and*
    - (ii) *would not adversely affect the heritage significance of the heritage item, Aboriginal object, Aboriginal place, archaeological site or heritage conservation area, or*
  - (b) *the development is in a cemetery or burial ground and the proposed development:*
    - (i) *is the creation of a new grave or monument, or excavation or disturbance of land for the purpose of conserving or repairing monuments or grave markers, and*
    - (ii) *would not cause disturbance to human remains, relics, Aboriginal objects in the form of grave goods, or to an Aboriginal place of heritage significance, or*
  - (c) *the development is limited to the removal of a tree or other vegetation that the Council is satisfied is a risk to human life or property, or*
  - (d) *the development is exempt development.*
- (4) *Effect of proposed development on heritage significance*  
*The consent authority must, before granting consent under this clause in respect of a heritage item or heritage conservation area, consider the effect of the proposed development on the heritage significance of the item or area concerned. This subclause applies regardless of whether a heritage management document is prepared under subclause (5) or a heritage conservation management plan is submitted under subclause (6).*
- (5) *Heritage assessment*  
*The consent authority may, before granting consent to any development:*
- (a) *on land on which a heritage item is located, or*
  - (b) *on land that is within a heritage conservation area, or*
  - (c) *on land that is within the vicinity of land referred to in paragraph (a) or (b),*

Planning Proposal – Small Bars in Kirribilli Village

---

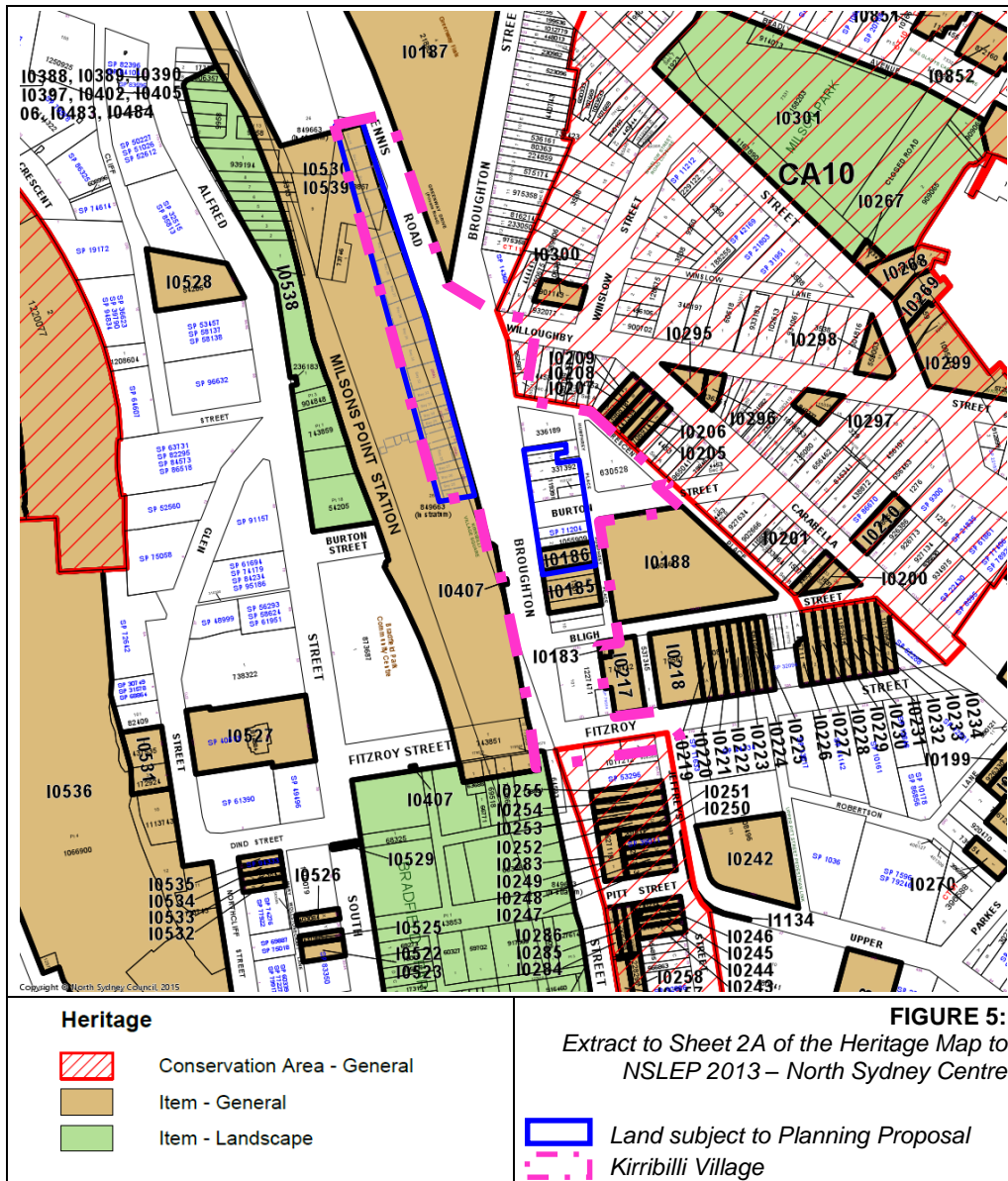
- require a heritage management document to be prepared that assesses the extent to which the carrying out of the proposed development would affect the heritage significance of the heritage item or heritage conservation area concerned.
- (6) *Heritage conservation management plans*  
 The consent authority may require, after considering the heritage significance of a heritage item and the extent of change proposed to it, the submission of a heritage conservation management plan before granting consent under this clause.
- (7) *Archaeological sites*  
 The consent authority must, before granting consent under this clause to the carrying out of development on an archaeological site (other than land listed on the State Heritage Register or to which an interim heritage order under the Heritage Act 1977 applies):
- (a) notify the Heritage Council of its intention to grant consent, and
  - (b) take into consideration any response received from the Heritage Council within 28 days after the notice is sent.
- (8) *Aboriginal places of heritage significance*  
 The consent authority must, before granting consent under this clause to the carrying out of development in an Aboriginal place of heritage significance:
- (a) consider the effect of the proposed development on the heritage significance of the place and any Aboriginal object known or reasonably likely to be located at the place by means of an adequate investigation and assessment (which may involve consideration of a heritage impact statement), and
  - (b) notify the local Aboriginal communities, in writing or in such other manner as may be appropriate, about the application and take into consideration any response received within 28 days after the notice is sent.
- (9) *Demolition of nominated State heritage items*  
 The consent authority must, before granting consent under this clause for the demolition of a nominated State heritage item:
- (a) notify the Heritage Council about the application, and
  - (b) take into consideration any response received from the Heritage Council within 28 days after the notice is sent.
- (10) *Conservation incentives*  
 The consent authority may grant consent to development for any purpose of a building that is a heritage item or of the land on which such a building is erected, or for any purpose on an Aboriginal place of heritage significance, even though development for that purpose would otherwise not be allowed by this Plan, if the consent authority is satisfied that:
- (a) the conservation of the heritage item or Aboriginal place of heritage significance is facilitated by the granting of consent, and
  - (b) the proposed development is in accordance with a heritage management document that has been approved by the consent authority, and
  - (c) the consent to the proposed development would require that all necessary conservation work identified in the heritage management document is carried out, and
  - (d) the proposed development would not adversely affect the heritage significance of the heritage item, including its setting, or the heritage significance of the Aboriginal place of heritage significance, and
  - (e) the proposed development would not have any significant adverse effect on the amenity of the surrounding area.

A note is also attached to this clause which states:

*Note. Heritage items (if any) are listed and described in Schedule 5. Heritage conservation areas (if any) are shown on the Heritage Map as well as being described in Schedule 5.*

Land to which the Planning Proposal relates is identified on Sheet HER\_002 of the Heritage Map, an extract of which is illustrated in FIGURE 5.

Planning Proposal – Small Bars in Kirribilli Village





---

 Planning Proposal – Small Bars in Kirribilli Village
 

---

The following clauses within Schedule 5 to NSLEP 2013 are relevant to the Planning Proposal:

<b>Locality</b>	<b>Item Name</b>	<b>Address</b>	<b>Property description</b>	<b>Significance</b>	<b>Item No.</b>
Kirribilli	The Fantasia Preschool	11–17 Broughton Street	Lots 3 and 4, Section B, DP 1537	Local	I0186
Milsons Point	Sydney Harbour Bridge approach viaducts, arches and bays under Warringah Freeway	Sydney Harbour Bridge and approach viaducts, including 2–4 Ennis Road and 2–74 Middlemiss Street		State	I0530

A small portion of Kirribilli Village (45 Broughton Street and 17 Willoughby Street) is located within the Careening Cove Conservation Area (CA10).

A small portion of Kirribilli Village (31 and 31a Fitzroy Street) is located within the Jeffreys Street Conservation Area (CA26).

#### 4.7 Definitions

Clause 1.4 of NSLEP 2013 makes reference to the Dictionary which provides definitions of terms used within the LEP. In particular, the relevant terms to the Planning Proposal are defined as follows:

**North Sydney Centre** means the land identified as “North Sydney Centre” on the North Sydney Centre Map.

**North Sydney Centre Map** means the North Sydney Local Environmental Plan 2013 North Sydney Centre Map.

**Small bars** means a small bar within the meaning of the Liquor Act 2007.

**Note.** Small bars are a type of food and drink premises—see the definition of that term in this Dictionary.

## 5 THE PLANNING PROPOSAL

### 5.1 PART 1: STATEMENT OF OBJECTIVES

The primary purpose of this Planning Proposal is to enable the use of ‘small bars’ as an additional permitted use, pursuant to Schedule 1, on specific sites within Kirribilli Village which do not have a residential interface.

It is also proposed to correct the address to the Ennis Road Bays located at 2-44 Ennis Road, Kirribilli which Schedule 1 incorrectly describes as 2-28 Ennis Road.

### 5.2 PART 2: EXPLANATION OF PROVISIONS

The intent of the Planning Proposal can be achieved by amending Schedule 1 – Additional permitted uses NSLEP 2013 as follows:

1. Including a new clause to permit small bars with development consent on land at:
  - 11-33 Broughton Street, Kirribilli; and
  - 32 Burton Street, Kirribilli
2. Amending clause 14 (use of certain land at 2-28 Ennis Road, Kirribilli) to:
  - correct the street number from “2-28” to “2-44”; and
  - permit small bars with development consent on land to which this clause applies.

The specific amendments sought to the written instrument are identified in the following subsection.

#### 5.2.1 Schedule 1 – Additional permitted uses

The intent of the Planning Proposal is proposed to be achieved by Schedule 1 – Additional permitted uses being amended as follows (blue underline represents an insertion and ~~red strikethrough~~ represents a deletion):

##### **14 Use of certain land at 2-~~28~~44 Ennis Road, Kirribilli**

- (1) *This clause applies to land at Bays 24–44, 2-~~28~~44 Ennis Road, Kirribilli, being cubic spaces under the Warringah Expressway.*
- (2) *Development for the following purposes ~~of is permissible with development consent:~~*
  - (a) *any permissible use in Zone B1 Neighbourhood Centre ~~is permitted with development consent.~~*
  - (b) *small bars.*

##### **# Use of certain land at 11-33 Broughton Street and 32 Burton Street, Kirribilli**

- (1) *This clause applies to land at 11-33 Broughton Street, Kirribilli, being Lots 3 and 4, Sec B, DP 1537; Lot 2 DP 1055909; SP 71204; Lot 1, DP 119391; Lot 1, DP 337392; Lots 1 and 2, DP 1031721 and 32 Burton Street being Lot 1, DP 103130.*
- (2) *Development for the purposes of small bars is permitted with development consent.*

### 5.3 PART 3: JUSTIFICATION

#### 5.3.1 Section A – Need for the planning proposal

**1. *Is the planning proposal a result of an endorsed local strategic planning statement, strategic study or report?***

YES.

The Planning Proposal is informed by the following reports:

- Report to Legal and Planning Committee on 7 May 2018 (minutes endorsed by Council on 25 May 2018)
- Report to Council on 24 September 2018 (Post consultation outcomes)
- Report to Council Meeting on 23 September 2019. (See **Attachment A**)

*North Sydney Local Strategic Planning Statement (LSPS)*

On 25 November 2019, Council resolved to adopt an LSPS for the LGA and to forward the LSPS to the GSC for assurance purposes. Council has yet to receive assurance from the GSC. The LSPS expresses the desired future direction for housing, employment, transport, recreation, environment and infrastructure for the LGA as a whole and reflects the outcomes sought by *A Metropolis of Three Cities* (Metropolitan Plan) and North District Plan (NDP).

The relevant actions of the LSPS that apply to the Planning Proposal are as follows:

**Action P1.4**

*Review/amend planning controls to allow for the contemporary requirements of late night trading and small bars to activate North Sydney CBD's streets and public spaces and support the night-time economy's diversity and ability to grow. (short term)*

**Action P4.1**

*Implement the North Sydney Visitor Economy Strategy and Action Plan to support the growth of a sustainable local visitor economy, maximising the economic benefits while managing the environmental and social impacts on the North Sydney LGA. (short - medium term)*

The planning proposal is consistent with the relevant actions by permitting small bars on nominated sites within the Kirribilli Village to improve flexibility as to where these types of uses can occur and to further enhance the night-time economy within Kirribilli Village.

**2. *Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?***

YES

The consultation outcomes outline community support for the introduction of small bars within Kirribilli Village. Various options have been explored with regards to implementation, as outlined below:

Option 1: Allowing small bars as a permitted use in the B1 Neighbourhood Centre zone

This option involves Council including small bars as a permitted use within the B1 Neighbourhood Centre zone. This zone is Council's lowest order business

zone, comprising the smaller Villages of Kirribilli and Cammeray, as well as numerous isolated pockets and sites that are immediately surrounded by residential zones.

Allowing small bars as a permissible use across all B1 Neighbourhood Centre zone sites is considered likely to result in adverse amenity impacts at the residential interface, particularly within smaller centres and isolated sites. The impacts of these uses would generally be provided with no buffer to the small bars.

These centres and sites that are zoned B1 Neighbourhood Centre were reviewed as part of adoption of the North Sydney Local Environmental Plan 2013 and are considered to generally co-exist appropriately in their surroundings and context. Allowing small bars across all of these sites would be contrary to the objectives of the B1 Neighbourhood Centre zone and contrary to the desired character in some localities. This option is not considered to be appropriate.

#### Option 2: Rezoning Kirribilli Village to an alternative business zoning

This option involves rezoning land within Kirribilli Village to a higher order business zone which permits small bars as a permitted use. Available options are the B4 Mixed Use or B3 Commercial core zones that are currently used by Council, or the B2 Local Centre zone that is zone that is not utilised with the NSLEP 2013. A detailed comparison of the objectives and permitted uses within the B1 Neighbourhood Centre zone and the differences with the B4 Mixed Use, B3 Commercial Core, and the B2 Local Centre have been undertaken are attached to the Council Report 23 September 2019 (**See Attachment 1**). In summary:

- B3 Commercial core zone reflects the highest order commercial centre. The B3 Commercial core objectives and permitted uses provide employment opportunities and prohibit residential development. North Sydney CBD as well as small part of Crows Nest and St Leonards are zoned Commercial Core. The objectives of this zone do not include retaining a residential character. Kirribilli Village comprises shop to housing as well as commercial development. The objectives and permitted uses within the B3 Commercial Core zone are inconsistent with the existing and desired character of the Kirribilli Village.
- B4 Mixed Use zone is a higher order zone to B1 Neighbourhood Centre zone, illustrated through the additional types of commercial activities that are permitted. This zone typically provides for larger scale retail and business uses, intended to serve the needs of a sub-regional catchment. The objectives and permitted uses within the B4 Mixed Use zone are inconsistent with the existing and desired character of the Kirribilli Village, which is a local centre.
- B2 Local Centre zone is a zone that is within the standard instrument however is not currently utilised in the NSLEP 2013. It is also a higher order zone providing a focus on employment and does not include objectives on maintaining a high level of residential amenity. Whilst this zoning is the least intensive option of the rezoning options available to Council, it remains a higher order zone that is considered to be

inconsistent with the existing and desired character of the Kirribilli Village.

Options 1 and 2 were considered to be inappropriate, likely to change the local character of Kirribilli Village. The community consultation outcomes overwhelmingly supported retaining the existing character of Kirribilli Village, which is a vibrant local centre. Future planning for this local centre should ensure the existing character is maintained, with additional uses complementing the existing uses, rather than changing its character. This option is not considered to be appropriate.

**Option 3 (Recommended) - Small bars as an additional permitted use on certain sites within the Kirribilli Village – The Planning Proposal aims to implement this option.**

In order to retain the existing local character and built form of Kirribilli Village, this planning proposal recommends the existing B1 Neighbourhood Centre zoning be retained. This zoning is considered to best reflect the character of Kirribilli Village, with its zone objectives reflecting its unique local character as a neighbourhood centre.

To facilitate small bars, it is considered most appropriate to nominate sites where small bars could be permitted within Kirribilli Village in locations where their operation would be unlikely to result in amenity impacts to properties within the residential zones located on the zone interface. This approach seeks to facilitate to outcomes of the community consultation, whilst minimising the amenity impacts and ensuring the retention of the local character of Kirribilli Village.

Each site within Kirribilli Village has been examined with a view to allowing small bars. Proposed locations where small bars are proposed to be permitted with development consent have been selected where they can demonstrate:

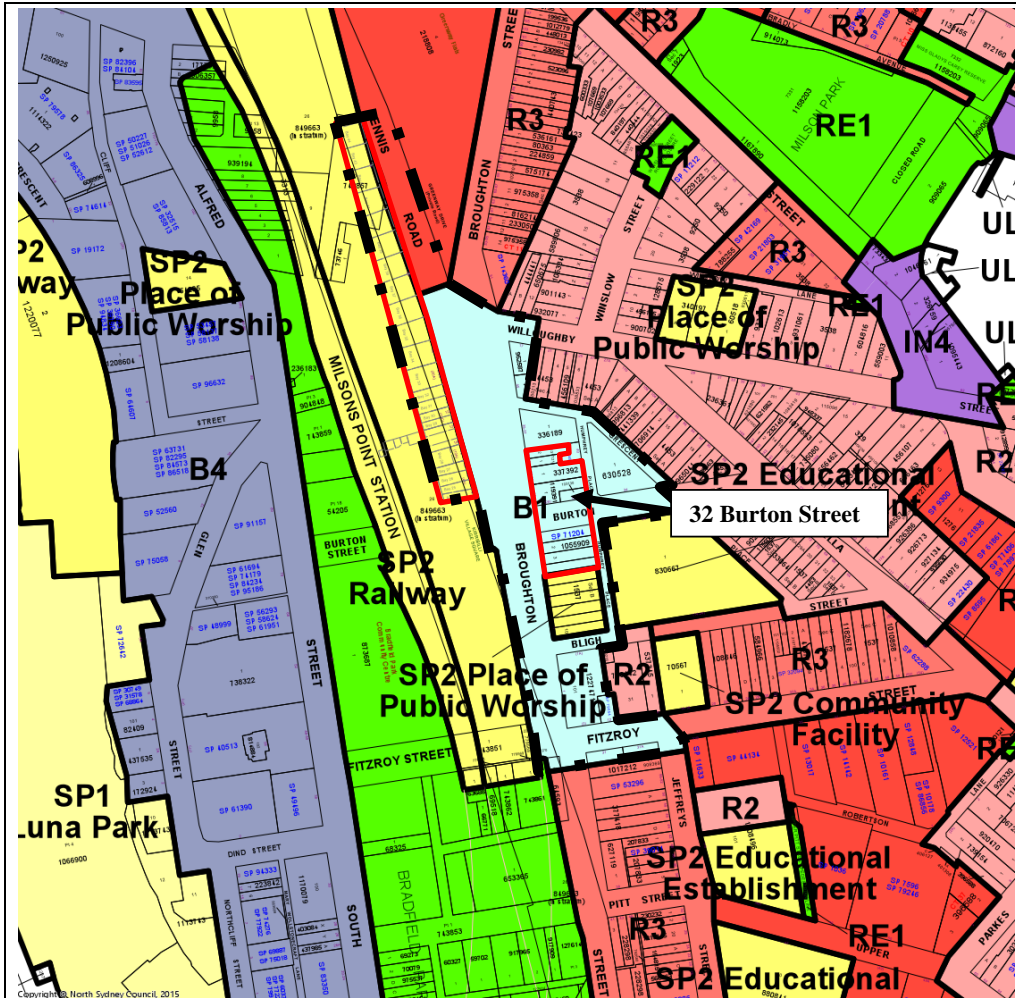
- There is no interface with a residential zone;
- The site benefits from access to, or in proximity to, the primary roads of Broughton Street or Ennis Road.

The sites which were consistent with this criteria form the basis of this planning proposal. They include:

- **11-33 Broughton Street, Kirribilli** – These sites each have a frontage to Broughton Street and do not have an interface with a residential zone. It is noted that to the north of this row of premises at No.35-37 Broughton Street is the Kirribilli Hotel which benefits from an additional permitted use of a pub. To the south of this row of premises at No. 7-9 Broughton Street is a Church zoned ‘Special Use – church’.
- **32 Burton Street, Kirribilli** – This site is located at the of rear (south) of 25 Broughton Street and its frontage does not have an interface with a residential zone.
- **Bays 2-44 Ennis Road** – These sites are located within a series of bays below the approach to the Sydney Harbour Bridge and have a frontage to Ennis Road. The closest residential development is located at least 30m away, within the Greenway Development.

Planning Proposal – Small Bars in Kirribilli Village

These sites are illustrated by a solid red line within FIGURE 6, located within the Kirribilli Village (illustrated by a dotted black line in Figure 6).



Zone	
B1	Neighbourhood Centre
B3	Commercial Core
B4	Mixed Use
E2	Environmental Conservation
E4	Environmental Living
IN2	Light Industrial
IN4	Working Waterfront
R2	Low Density Residential
R3	Medium Density Residential
R4	High Density Residential
RE1	Public Recreation
RE2	Private Recreation
SP1	Special Activities
SP2	Infrastructure
UL	Unzoned Land

**FIGURE 6:**  
Extract of Sheet 2 to the Land Zoning Map to NSLEP 2013

### 5.3.2 Section B – Relationship to strategic planning framework

#### 3. ***Will the planning proposal give effect to the objectives and actions of the applicable regional or district plan or strategy (including any exhibited draft plans or strategies)?***

##### *A Metropolis of Three Cities*

Released by the GSC in March 2018, *A Metropolis of Three Cities* (Metropolitan Plan) sets the planning framework for the growth of the Sydney metropolitan area over the next 40 years. The Metropolitan Plan sets targets of an additional 725,000 homes and 817,000 jobs in Greater Sydney by 2036.

Objectives, Strategies and Actions identified in the Metropolitan Plan which are relevant to the Planning Proposal are as follows:

- *Objective 12: Great places that bring people together*
  - *Strategy 12.1: Using a place-based and collaborative approach throughout planning, design, development and management, deliver great places by:*
    - *prioritising a people-friendly public realm and open spaces as a central organising design principle*
    - *recognising and balancing the dual function of streets as places for people and movement*
    - *providing fine grain urban form, diverse land use mix, high amenity and walkability in and within a 10-minute walk of centres*
    - *integrating social infrastructure to support social connections and provide a community hub*
    - *recognising and celebrating the character of a place and its people.*
- *Objective 14: A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities*
  - *Strategy 14.1: Integrate land use and transport plans to deliver the 30-minute city.*
  - *Strategy 14.2: Investigate, plan and protect future transport and infrastructure corridors*
  - *Strategy 14.3: Support innovative approaches to the operation of business, educational and institutional establishments to improve the performance of the transport network.*
- *Objective 15: The Eastern, GOP and Western Economic Corridors are better connected and more competitive*
- *Objective 22: Investment and business activity in centres*
  - *Strategy 22.1: Provide access to jobs, goods and services in centres by:*
    - *attracting significant investment and business activity in strategic centres to provide jobs growth*
    - *diversifying the range of activities in all centres*
    - *creating vibrant, safe places and a quality public realm*
    - *focusing on a human-scale public realm and locally accessible open space*
    - *balancing the efficient movement of people and goods with supporting the liveability of places on the road network*
    - *improving the walkability within and to centres*
    - *completing and improving a safe and connected cycling network to and within centres*

- *improving public transport services to all strategic centres*
- *conserving and interpreting heritage significance*
- *designing parking that can be adapted to future uses*
- *providing for a diverse and vibrant night-time economy in a way that responds to potential negative impacts*
- *creating the conditions for residential development within strategic centres and within walking distance (up to 10 minutes), but not at the expense of the attraction and growth of jobs, retailing and services; where appropriate, strategic centres should define commercial cores informed by an assessment of their need.*
- **Objective 24:** Economic sectors are targeted for success
  - **Strategy 24.1:** Consider the barriers to the growth of internationally competitive trade sectors including engaging with industry and assessing regulatory barriers
  - **Strategy 24.2:** Consider the following issues when preparing plans for tourism and visitation:
    - *encouraging the development of a range of well-designed and located facilities*
    - *enhancing the amenity, vibrancy and safety of centres and township precincts*
    - *supporting the development of places for artistic and cultural activities*
    - *improving public facilities and access*
    - *protecting heritage and biodiversity to enhance cultural and eco-tourism*
    - *supporting appropriate growth of the night-time economy*
    - *developing industry skills critical to growing the visitor economy*
    - *incorporating transport planning to serve the transport access needs of tourists*

The Planning Proposal is considered to be generally consistent with the relevant goals, directions and actions of the Metropolitan Plan, as it will enhance the vibrancy of Kirribilli Village as an important local centre within the North Sydney LGA, whilst protecting the amenity of surrounding residential development.

#### North District Plan

Also in March 2018, the GSC released North District Plan (NDP). The North Sydney LGA is located in the North District along with other LGAs including Lane Cove, Ryde, Willoughby, Hunters Hill, Mosman, Ku-ring-gai, Hornsby and Northern Beaches. The NDP sets the following relevant targets:

- **Employment:** an additional 15,600-21,100 jobs by 2036 in the North Sydney Strategic Centre; and an additional 6,900-16,400 jobs by 2036 in the St Leonards (some of which is to be accommodated in the LGAs of Lane Cove and Willoughby)
- **Housing:** an additional 3,000 dwellings by 2021 for the North Sydney LGA; and an additional 97,000 dwellings by 2036 for the North District.



---

 Planning Proposal – Small Bars in Kirribilli Village
 

---

Priorities identified in the NDP which are relevant to the Planning Proposal are as follows:

- *Planning Priority N6: Creating and renewing great places and local centres, and respecting the District's heritage.*
  - Objective 12: Great places that bring people together.
  - Objective 13: Environmental heritage is identified, conserved and enhanced.
    - *Action 19: Using a place-based and collaborative approach throughout planning, design, development and management, deliver great places by:*
      - a. *prioritising a people-friendly public realm and open spaces as a central organising design principle*
      - b. *recognising and balancing the dual function of streets as places for people and movement*
      - c. *providing fine grain urban form, diverse land use mix, high amenity and walkability, in and within a 10-minute walk of centres*
      - d. *integrating social infrastructure to support social connections and provide a community hub*
      - e. *recognising and celebrating the character of a place and its people*
- *Planning Priority N8: Eastern Economic Corridor is better connected and more competitive.*
  - Objective 15: The Eastern, GOP and Western economic corridor are better connected and more competitive
- *Planning Priority N12: Delivering integrated land use and transport planning and a 30-minute city*
  - Objective 14: A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities.
    - *Action 50: Integrate land use and transport plans to deliver the 30-minute city.*
- *Planning Priority N13: Supporting growth of targeted industry sectors.*
  - Objective 24: Economic sectors are targeted for success.
    - *Action 54: Consider the barriers to the growth of internationally competitive trade sectors including engaging with industry and assessing regulatory barriers.*
    - *Action 55: When preparing plans for tourism and visitation, consider:*
      - a. *encouraging the development of a range of well-designed and located facilities.*
      - b. *enhancing the amenity, vibrancy and safety of centres and township precincts*
      - c. *supporting the development of places for artistic and cultural activities.*
      - d. *improving public facilities and access*
      - e. *protecting heritage and biodiversity to enhance cultural and eco-tourism*
      - f. *supporting appropriate growth of the night-time economy*
      - g. *developing industry skills critical to growing the visitor economy.*
      - h. *incorporating transport planning to serve the transport access needs of tourists.*

- *Action 58: Consider opportunities to implement place-based initiatives to attract more visitors, improve visitor experiences and ensure connections to transport at key tourist attractions.*
- *Action 59: Consider opportunities to enhance the tourist and visitor economy in the District, including a coordinated approach to tourism activities, events and accommodation.*

The Planning Proposal is considered to be consistent with the above priorities, objectives and actions of the NDP. The inclusion of the additional permitted use of small bars will ensure the unique and valued local character of Kirribilli Village is retained, whilst including an additional contemporary use of small bars will complement the existing uses on appropriate sites.

**4. Will the planning proposal give effect to a council's endorsed local strategic planning statement, or another endorsed local strategy or strategic plan?**

YES.

North Sydney Local Strategic Planning Statement

Consistency with this document is addressed above.

Community Strategic Plan 2018-2028

The North Sydney Community Strategic Plan 2018–2028 (CSP) outlines the community-wide priorities and aspirations for the LGA, and provides long-term goals, objectives and actions to achieve these visions. The CSP is Council's most important strategic document and is used to guide and inform Council's decision making and planning for the next ten years.

The relevant Directions, Outcomes, and Strategies of the CSP are as follows:

**Direction: 2 Our Built Environment**

**Outcome:** 2.2 *Vibrant centres, public domain, villages and streetscapes*

**Strategies:** 2.2.1 *Enhance public domains and village streetscapes through planning and activation, celebrating their unique character*

**Direction: 3 Our Economic Vitality**

**Outcome:** 3.1 *Prosperous and vibrant economy*

**Strategy:** 3.1.1 *Encourage a diverse mix of business size and type*

**Strategy:** 3.1.2 *Support existing business and attract and foster new businesses*

**Strategy:** 3.1.4 *Promote and enhance the night time/after hours and weekend offer*

**Strategy:** 3.1.5 *Foster and support tourism activity in North Sydney*

**Strategy:** 3.1.6 *Balance visitor impacts with residents' lifestyles and economic development*

The Planning Proposal will allow these Directions, Outcomes and Strategies to be pursued in a robust and strategic manner. In particular, it will:

- Contribute to the vitality of the Kirribilli Village
- Allow for an appropriate mix of uses centrally within the Village
- Balance the amenity impacts of additional use of small bars through providing a buffer to the residential zone
- Retain and complement the local character of the Kirribilli Village

North Sydney Council Delivery Program 2018/19-2020/21

The North Sydney Council Delivery Program 2018/19-2020/21 (Delivery Program) was prepared in accordance with NSW State Government's Integrated Planning and Reporting Framework requirements. The Delivery Program outlines Council's priorities and service delivery programs over four years that will contribute to the long-term strategies and desired outcomes of the Plan.

The Planning Proposal directly supports the vision of the Delivery Program as the five Directions mirror those of the CSP.

**5. Is the planning proposal consistent with applicable state environmental planning policies?**

The Planning Proposal is consistent with those State Environmental Planning Policies (SEPPs) which are relevant to the North Sydney Local Government Area, as demonstrated in TABLE 3.

<b>Direction</b>	<b>Consistency</b>	<b>Comment</b>
SEPP No. 1 – Development Standards	N/A	This SEPP does not apply pursuant to Clause 1.9 of NSLEP 2013.
SEPP No. 19 - Bushland in urban areas	N/A	This SEPP does not apply as the lands affected by the Planning Proposal do not contain bushland or are located adjacent to land containing bushland.
SEPP No. 33 - Hazardous and offensive development	N/A	This SEPP does not apply as the Planning Proposal does not relate to land upon which hazardous and offensive development is permitted.
SEPP No. 50 - Canal estate development	YES	The Planning Proposal is consistent with the SEPP by maintaining a prohibition on canal estate development.
SEPP No. 55 - Remediation of land	N/A	The Planning Proposal does not seek to amend the permissibility of land use within any zone, nor introduce a site specific use which may be sensitive to contamination issues.
SEPP No. 64 - Advertising and signage	N/A	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP No. 65 - Design Quality of Residential Apartment Development	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (Affordable Rental Housing) 2009	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (Building Sustainability Index: BASIX) 2004	N/A	The Planning Proposal does not relate to building sustainability.

## Planning Proposal – Small Bars in Kirribilli Village

TABLE 3: Consistency with SEPPs		
Direction	Consistency	Comment
SEPP (Coastal Management) 2018	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (Educational Establishments and Child Care Facilities) 2017	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (Exempt and Complying Development Codes) 2008	N/A	The Planning Proposal does not seek to introduce any additional exempt or complying development types.
SEPP (Housing for Seniors or People with a Disability) 2004 - <i>formerly SEPP (Seniors Living) 2004</i>	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (Infrastructure) 2007	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
SEPP (State Significant Precincts) 2005 - <i>formerly SEPP Major Development, SEPP Major Projects &amp; SEPP State Significant Development</i>	N/A	The Planning Proposal does not relate to any state significant sites identified under this SEPP and therefore does not apply.
SEPP (Mining, Petroleum Production and Extractive Industries) 2007	YES	The Planning Proposal is consistent with the SEPP as it will not impede the attainment of the aims and objectives of this SEPP.
SEPP (Miscellaneous Consent Provisions) 2007 - <i>formerly SEPP (Temporary Structures) 2007</i>	N/A	This SEPP does not apply as the Planning Proposal does not relate to development for the purposes of temporary structures.
SEPP (State and Regional Development) 2011	N/A	This SEPP does not apply as the Planning Proposal does not relate to state or regional development nor the operation of joint regional planning panels.
SEPP (Vegetation in Non-Rural Areas) 2017	YES	The Planning Proposal is consistent with the SEPP as it does not affect the attainment of the SEPP's aims and objectives.
Sydney REP (Sydney Harbour Catchment) 2005	YES	The Planning Proposal is consistent with the SEPP as it will not impede the attainment of the aims and objectives of this SEPP.

**6. Is the planning proposal consistent with applicable Ministerial Directions (s.9.1 directions)?**

The Planning Proposal is consistent with the relevant Directions issued under Section 9.1 of the EP&A Act by the Minister to Councils, as demonstrated in TABLE 4.

## Planning Proposal – Small Bars in Kirribilli Village

<b>TABLE 4: Consistency with s.117 Directions</b>		
<b>Direction</b>	<b>Consistency</b>	<b>Comment</b>
<b>1. Employment and Resources</b>		
1.1 Business & Industrial Zones	YES	The Planning Proposal does not seek to reduce any commercial or industrial zoning under NSLEP 2013 nor does it seek to reduce the level of permissible non-residential floor space achievable on the affected lands.
1.2 Rural Zones	N/A	This Direction does not apply as there are no existing rural zones under NSLEP 2013 or proposed under the Planning Proposal.
1.3 Mining, Petroleum Production & Extractive Industries	YES	The Planning Proposal does not seek to alter the permissibility of these types of land uses.
1.4 Oyster Aquaculture	N/A	This Direction does not apply as the Planning Proposal is not located in a water catchment area that directly drains to a water body containing a Priority Oyster Aquaculture Area or a current oyster aquaculture lease in the national parks estate.
1.5 Rural Lands	N/A	This Direction does not apply as the Planning Proposal does not propose any changes that will affect development in a rural or environmental protection zone.
<b>2 Environmental Heritage</b>		
2.1 Environmental Protection Zones	N/A	This Direction does not apply as the Planning Proposal does not affect land in an environmental protection zone.
2.2 Coastal Protection	YES	<p>The Planning Proposal is consistent with the Direction as it will not impede the attainment of the objectives of the Coastal Management Act, NSW Coastal Management Manual, or NSW Coastal Design Guidelines.</p> <p>The Planning Proposal does not seek to rezone land that would enable increased development or more intensive land use on land:</p> <ul style="list-style-type: none"> <li>• within a coastal vulnerability area</li> <li>• land affected by an identified coastal hazard; and</li> <li>• coastal wetlands and littoral rainforest area.</li> </ul>
2.3 Heritage Conservation	YES	<p>The Planning Proposal does not alter the existing heritage conservation provisions within NSLEP 2013 which already satisfy the requirements of the Direction.</p> <p>Nor is it proposed to remove any heritage items from Schedule 5.</p>

## Planning Proposal – Small Bars in Kirribilli Village

<b>TABLE 4: Consistency with s.117 Directions</b>		
<b>Direction</b>	<b>Consistency</b>	<b>Comment</b>
2.4 Recreation Vehicle Areas	N/A	The Planning Proposal does not enable land to be developed for the purposes of a recreational vehicle area.
2.5 Application of E2 and E3 Zones and Environmental Overlays in Far North Coast LEPs	N/A	This Direction does not apply as the Planning Proposal does not relate to any of the identified LGAs.
<b>3 Housing, Infrastructure &amp; Urban Development</b>		
3.1 Residential Zones	YES	The Planning Proposal is consistent with the requirements of the Direction as it will not reduce the ability to use land zoned B1 Neighbourhood Centres for residential accommodation.
3.2 Caravan Parks & Manufactured Home Estates	N/A	This Direction does not apply as the Planning Proposal does not seek to permit caravan parks or manufactured home estates under NSLEP 2013.
3.3 Home Occupations	YES	The Planning Proposal does not alter the existing provisions within NSLEP 2013 that relate to home occupations, which already satisfy the requirements of the Direction.
3.4 Integrating Land Use & Transport	YES	The Planning Proposal seeks to allow an additional commercial use within close proximity to an existing railway station thereby maximising public transportation use for a wider variety of uses.
3.5 Development Near Licensed Aerodromes	YES	Despite not being located in close proximity to Sydney Airport, almost the entire LGA is affected by an Obstacle Limitation Surface (OLS) of 156m AHD. Whilst the Planning Proposal seeks to introduce new maximum building heights on some sites within the LGA, none of these new controls will result in OLS being exceeded.
3.6 Shooting Ranges	N/A	This Direction does not apply as the Planning Proposal does not relate to land in the vicinity of a shooting range.
3.7 Reduction in non-hosted short term rental accommodation period	N/A	This Direction does not apply as the Planning Proposal does not relate to any of the identified LGAs.
<b>4 Hazard and Risk</b>		
4.1 Acid Sulfate Soils	N/A	This Direction does not apply as the Planning Proposal does not relate to land affected by Acid Sulfate Soils.
4.2 Mine Subsidence & Unstable Land	N/A	This Direction does not apply as the Planning Proposal does not relate to land affected by mine subsidence nor has it been identified as being unstable land.
4.3 Flood Prone Land	N/A	This Direction does not apply as the Planning Proposal does not relate to land identified as being flood prone land.

## Planning Proposal – Small Bars in Kirribilli Village

<b>TABLE 4: Consistency with s.117 Directions</b>		
<b>Direction</b>	<b>Consistency</b>	<b>Comment</b>
4.4 Planning for Bushfire Protection	N/A	This Direction does not apply as the Planning Proposal does not relate to land identified as being bushfire prone land.
<b>5 Regional Planning</b>		
5.1 Implementation of Regional Strategies	N/A	This Direction does not apply as the Planning Proposal does not relate to land affected by one of the identified strategies.
5.2 Sydney Drinking Water Catchment	N/A	This Direction does not apply as the Planning Proposal does not relate to any of the identified LGAs.
5.3 Farmland of State and Regional Significance on the NSW Far North Coast.	N/A	This Direction does not apply as the Planning Proposal does not relate to any of the identified LGAs.
5.4 Commercial and Retail Development along the Pacific Highway, North Coast.	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
5.9 North West Rail Link Corridor Strategy	N/A	This Direction does not apply as the Planning Proposal does not relate to any of the identified LGAs.
5.10 Implementation of Regional Plans	YES	Refer to question 3 to Section 5.3.2 of this report.
5.11 Development of Aboriginal Land Council land	N/A	This Direction does not apply as the Planning Proposal does not relate to any land identified under State Environmental Planning Policy (Aboriginal Land) 2019.
<b>6 Local Plan Making</b>		
6.1. Approval & Referral Requirements	YES	The Planning Proposal seeks to remove the Director General's certification requirements for the satisfactory provision of railway infrastructure.
6.2 Reserving Land for Public Purposes	YES	The Planning Proposal does not create, alter or reduce existing zonings or reservations of land for public purposes.
6.3 Site Specific Provisions	YES	The Planning Proposal seeks to incorporate an additional specific use on certain land within Kirribilli Village. This is the preferred solution as described in section 5.3 to this report.
<b>7 Metropolitan Planning</b>		
7.1 Implementation of the A Plan for Growing Sydney	N/A	This Regional Plan has been superseded by the Greater Sydney Region Plan – A Metropolis of Three Cities, which was released in March 2018.
7.2 Implementation of Greater Macarthur Land Release Investigation	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.3 Parramatta Road Corridor Urban Transformation Strategy	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.

## Planning Proposal – Small Bars in Kirribilli Village

TABLE 4: Consistency with s.117 Directions		
Direction	Consistency	Comment
7.4 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.5 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N/A	This Direction does not apply as the Planning Proposal does not relate to any land comprising the Greater Parramatta Priority Growth Area.
7.6 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.7 Implementation of Glenfield to Macarthur Urban Renewal Corridor	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.8 Implementation of Western Sydney Aerotropolis Interim Land Use and Infrastructure Implementation Plan	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.9 Implementation of Bayside West Precincts 2036 Plan	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.
7.10 Implementation of Planning Principles for the Cooks Cove Precinct	N/A	This Direction does not apply as the Planning Proposal does not relate to any the identified LGAs.

### 5.3.3 Section C – Environmental, social and economic impact.

**7. *Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?***

The Planning Proposal relates to land in densely urbanised areas and it is unlikely that the Planning Proposal will adversely affect any critical habitat or threatened species, populations or ecological communities, or their habitats.

**8. *Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?***

The exclusion of sites which have a residential interface is considered to adequately address the likely impacts of the proposed additional use of small bars within Kirribilli Village.

Section 7 NSDCP 2013 provides additional amenity controls for managing the impacts of late night trading. It is intended that, as resolved by Council, a further amendment to the NSDCP will be made in the context of this planning proposal. Specific impacts of each future use will be considered in the assessment of any future development application.

There are considered to be no environmental effects anticipated by the implementation of the planning proposal.



**9. How has the planning proposal adequately addressed any social and economic effects?**

The additional use of small bars is considered unlikely to result in any adverse social or economic effects. No change is proposed to any other permissible use within the zone. Despite the additional use of small bars, it is considered that this is unlikely to change to character of the locality with regards to its retail or business offering. In addition, no change is proposed to the permissible uses within the 'buffer' areas. The planning proposal is considered to ensure that a range of retail, business, food and drink premises will continue to be provided within the Kirribilli Village.

There is no reduction in permissible uses within Kirribilli Village. There are considered to be no social or economic impacts anticipated by the implementation of the planning proposal.

**5.3.4 Section D – State and Commonwealth interests****10. Is there adequate public infrastructure for the planning proposal?**

The planning proposal provides no additional floor space. Kirribilli Village is well served with public transport with Milsons Point Railway Station. Implementation of the Planning Proposal is unlikely to adversely impact upon the provision of other public infrastructure services within the locality.

**11. What are the views of State and Commonwealth public authorities consulted in accordance with the gateway determination?**

Condition 3 of the Gateway Determination required that consultation be undertaken with the NSW police Force (North Sydney Police Area Command).

In accordance with this Condition, each of the above public authorities was provided with a copy of the Planning Proposal, associated DCP amendment and all relevant supporting material and given a minimum of 21 days within which to comment. This consultation was undertaken concurrently with the public exhibition of the Planning Proposal.

**5.4 PART 4 : MAPPING**

No maps to the LEP are proposed to be amended to give effect to the planning proposal.

**5.5 PART 5: COMMUNITY CONSULTATION**

Consultation will be undertaken in accordance with the requirements made by the Gateway Determination and Council's guidelines and it is noted that significant preliminary public consultation has been undertaken to arrive at this point of the plan making process.

## 5.6 PART 6: PROJECT TIMELINE

TABLE 5 provides a project timeline having regard to identified milestones and estimating approximately 9 months from submitting the proposal to the DPIE to the amending LEP being made. The Gateway Determination states that the amending LEP is to be made within 12 months (6 February 2021) of the issue of the Gateway Determination.

TABLE 5 – Project Timeline											
Milestone	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	Jul 2020	Jul 2020		Feb 2021
1. Request for Gateway Determination sent to DPIE											
2. DPIE considers request											
3. Gateway Determination issued to Council											
4. Amendment of Planning Proposal to align with Gateway Determination											
5. Public exhibition undertaken											
6. Council considers submissions											
7. Council considers post exhibition report											
8. Submission to DPIE requesting making of LEP											
9. Drafting of LEP and making											
10. Gateway Determination expires											

# **ANNEXURE A**

**- Report to Council 23/9/2019**

**DECISION OF 3723<sup>rd</sup> COUNCIL MEETING  
HELD ON MONDAY 23 SEPTEMBER 2019**

**267. Item 10: Small Bars and Trading Hours in Kirribilli Village**

Report of Lara Huckstepp, Executive Planner

On 24 September 2018 Council resolved to prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli, in response to the outcomes of community consultation. This report explores options for implementation.

It is recommended that a planning proposal be prepared to amend the North Sydney Local Environmental Plan 2013 to allow small bars as an additional permitted use on certain sites located in the Kirribilli Village which do not have an interface with a residential zone. It is considered that by limiting the location of small bars to properties fronting Broughton Street and Ennis Road, impacts to the surrounding residential properties will be minimised.

It is also recommended that the North Sydney Development Control Plan (NSDCP) 2013 be amended to extend the maximum allowable trading hours for these sites considered suitable for small bars (i.e. without a residential interface) until 12midnight (Thursday to Saturday); 11pm (Monday to Wednesday) with no changes to Sunday (10pm).

Trading within all other areas within Kirribilli Village is proposed to 11pm (Thursday – Saturday) and 10pm Sunday – Wednesday. This represents an extension of trading hours for a number of properties and in light of support for longer trading hours, is considered appropriate given their proximity to the residential zone interface.

Existing DCP controls are already in place to mitigate impacts of late night uses within all localities across the Council area which will continue to apply to the Kirribilli Village, such as requirements for acoustic reports and testing, closing of doors and windows at appropriate times and plans of management for small bars. A further DCP requirement is recommended to ensure that new small bars in Kirribilli have their patron entries to either Broughton Street or Ennis Road. Patron noise is often exacerbated when leaving premises. This control seeks to minimise impacts to surrounding residential properties.

The proposed amendments to Council's LEP and DCP controls are considered to respond to the community consultation outcomes supporting later trading hours and small bars in Kirribilli Village, while balancing the need to appropriately protect the unique local character.

No funding has been allocated. Funds previously spent for the consultation were within existing budget lines in 2018-2019.

**Recommending:**

**1. THAT** Council prepare a planning proposal to amend North Sydney Local Environment Plan 2013 to include an additional permitted use under Schedule 1 to allow small bars within those parts of Kirribilli Village that are not located adjacent to a residential interface.

**2. THAT** the Planning Proposal be referred to the Local Planning Panel for their advice prior to being reported back to Council for the purposes of seeking a Gateway Determination.

**3. THAT** Council prepare an amendment to North Sydney Development Control Plan 2013 Section 7 (Late Night Trading) to extend trading hours for the Kirribilli Village and strengthen development controls relating to small bars within Kirribilli Village.

**4. THAT** once resolution 3 has been completed, that the draft DCP amendment be reported back to Council for adoption and endorsement to be placed on public exhibition.

**5. THAT** the Planning Proposal and draft DCP amendment be exhibited concurrently.

The Recommendation was moved by Councillor Gibson and seconded by Councillor Brodie.

The Motion was put and **carried**.

Voting was as follows:

For/Against 7/2

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi		N	Drummond	Y	
Keen	Y		Gunning	Y	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker		N

**RESOLVED:**

1. **THAT** Council prepare a planning proposal to amend North Sydney Local Environment Plan 2013 to include an additional permitted use under Schedule 1 to allow small bars within those parts of Kirribilli Village that are not located adjacent to a residential interface.
2. **THAT** the Planning Proposal be referred to the Local Planning Panel for their advice prior to being reported back to Council for the purposes of seeking a Gateway Determination.
3. **THAT** Council prepare an amendment to North Sydney Development Control Plan 2013 Section 7 (Late Night Trading) to extend trading hours for the Kirribilli Village and strengthen development controls relating to small bars within Kirribilli Village.
4. **THAT** once resolution 3 has been completed, that the draft DCP amendment be reported back to Council for adoption and endorsement to be placed on public exhibition.
5. **THAT** the Planning Proposal and draft DCP amendment be exhibited concurrently.



## Report to General Manager

Attachments:

1. Post Consultation Report to Council 24/9/2018
2. Detailed Comparison of the Objectives, Permitted Uses and Differences in Business Zones
3. Analysis of Likely Impacts of Small Bars on all Sites within Kirribilli Village

**SUBJECT:** Small Bars and Trading Hours in Kirribilli Village

**AUTHOR:** Lara Huckstepp, Executive Planner

**ENDORSED BY:** Joseph Hill, Director City Strategy

### EXECUTIVE SUMMARY:

On 24 September 2018 Council resolved to prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli, in response to the outcomes of community consultation. This report explores options for implementation.

It is recommended that a planning proposal be prepared to amend the North Sydney Local Environmental Plan 2013 to allow small bars as an additional permitted use on certain sites located in the Kirribilli Village which do not have an interface with a residential zone. It is considered that by limiting the location of small bars to properties fronting Broughton Street and Ennis Road, impacts to the surrounding residential properties will be minimised.

It is also recommended that the North Sydney Development Control Plan (NSDCP) 2013 be amended to extend the maximum allowable trading hours for these sites considered suitable for small bars (i.e. without a residential interface) until 12midnight (Thursday to Saturday); 11pm (Monday to Wednesday) with no changes to Sunday (10pm).

Trading within all other areas within Kirribilli Village is proposed to 11pm (Thursday – Saturday) and 10pm Sunday – Wednesday. This represents an extension of trading hours for a number of properties and in light of support for longer trading hours, is considered appropriate given their proximity to the residential zone interface.

Existing DCP controls are already in place to mitigate impacts of late night uses within all localities across the Council area which will continue to apply to the Kirribilli Village, such as requirements for acoustic reports and testing, closing of doors and windows at appropriate times and plans of management for small bars. A further DCP requirement is recommended to ensure that new small bars in Kirribilli have their patron entries to either Broughton Street or Ennis Road. Patron noise is often exacerbated when leaving premises. This control seeks to minimise impacts to surrounding residential properties.

The proposed amendments to Council's LEP and DCP controls are considered to respond to the community consultation outcomes supporting later trading hours and small bars in Kirribilli Village, while balancing the need to appropriately protect the unique local character.

Report of Lara Huckstepp, Executive Planner  
Re: Small Bars and Trading Hours in Kirribilli Village

(2)

---

**FINANCIAL IMPLICATIONS:**

No funding has been allocated. Funds previously spent for the consultation were within existing budget lines in 2018-2019.

**RECOMMENDATION:**

- 1. THAT** Council prepare a planning proposal to amend North Sydney Local Environment Plan 2013 to include an additional permitted use under Schedule 1 to allow small bars within those parts of Kirribilli Village that are not located adjacent to a residential interface.
- 2. THAT** the Planning Proposal be referred to the Local Planning Panel for their advice prior to being reported back to Council for the purposes of seeking a Gateway Determination.
- 3. THAT** Council prepare an amendment to North Sydney Development Control Plan 2013 Section 7 (Late Night Trading) to extend trading hours for the Kirribilli Village and strengthen development controls relating to small bars within Kirribilli Village.
- 4. THAT** once resolution 3 has been completed, that the draft DCP amendment be reported back to Council for adoption and endorsement to be placed on public exhibition.
- 5. THAT** the Planning Proposal and draft DCP amendment be exhibited concurrently.

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(3)

---

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

Direction:	2. Our Built Infrastructure
Outcome:	2.2 Vibrant centres, public domain, villages and streetscapes
Direction:	3. Our Future Planning
Outcome:	3.4 North Sydney is distinctive with a sense of place and quality design
Direction:	5. Our Civic Leadership
Outcome:	5.1 Council leads the strategic direction of North Sydney

## BACKGROUND

Council at its meeting held on 28 March 2018 resolved:

1. *THAT public consultation be undertaken 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*
2. *THAT a draft consultation strategy be reported to the Legal and Planning Committee in May 2018 and include financial and resourcing implications and the strategy have particular regard to accessing the views of residents and small business owners in both Milsons Point and Kirribilli*
3. *THAT following the consultation period, a further report be submitted to Council.*

A further report including a draft Community Engagement Strategy was considered at the Legal and Planning Committee held on 7 May 2018. The minutes of this meeting were presented to the Council of meeting 25 May 2018, whereby Council resolved;

1. *THAT the small bars and Extended trading hours for Kirribilli Village – Draft Community Engagement Strategy report be noted.*
2. *THAT community consultation be undertaken in accordance with the draft Community Engagement Strategy*
3. *That the outcome of the consultation be reported back to Council.*

Consultation was subsequently undertaken between 19 July and 17 August 2018 in accordance with the adopted Community Engagement Strategy. The outcomes of the consultation were reported to Council on 24 September 2018 wherein Council resolved to prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli, in response to the outcomes of the community consultation. (Refer to Attachment 1). This report responds to this resolution.



Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(4)

## CONSULTATION REQUIREMENTS

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol and the relevant requirements under the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulation.

## SUSTAINABILITY STATEMENT

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

## DETAIL

### 1. Definitions

The term *small bar* is defined under the Liquor Act 2007 as '*the premises to which a small bar licence relates*'.

A *small bar* licence is a type of license which was introduced as part of the Liquor Amendment (Small Bars) Act 2013. The new small bar licence authorises the licensee to sell liquor by retail on the licensed premises in accordance with strict conditions. These conditions include items such as:

- That liquor must be consumed on the licensed premises;
- That maximum capacity of patrons is 100 people;
- That the small bar must be open to the general public (minors will not be permitted during liquor trading hours); and
- That food must be available at the *small bar*.
- Gaming machines are not permitted on the premises of a licensed small bar.

A *small bar* license permits the sale of liquor between 12pm (midday) and 2.00am. However, when considering a development application for a *small bar*, Councils are able to specify hours of operation that are more, or less prescriptive than this.

### 2. Permissibility in the North Sydney Local Environmental Plan 2013

Small bars are defined under the North Sydney Local Environmental Plan 2013 (NSLEP 2013) as follows: *small bar means a small bar within the meaning of the Liquor Act 2007. Note: Small bars are a type of food and drink premises.*

Food and drink premises form a subsection of retail premises which are a substandard of commercial premises. Small bars are currently only permissible within the B4 Mixed Use and the B3 Commercial Core zones within the LGA under the group term 'commercial premises'.

Development within the B1 Neighbourhood Centre zone allows uses including restaurants, cafes, shops and take away food and drink premises however small bars or general bars are not permitted. Development permitted with consent in the B1 Neighbourhood Centre zone under the North Sydney Local Environmental Plan 2013 is:

*Boarding houses; Business premises; Centre-based child care facilities; Community facilities; Entertainment facilities; Health services facilities; Information and education*

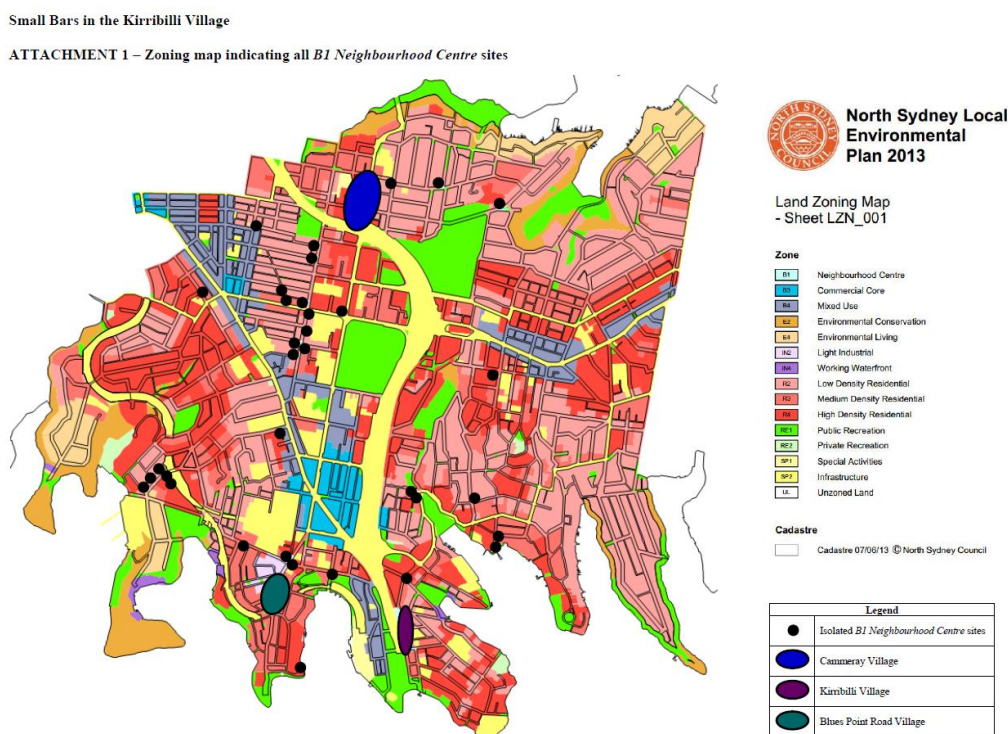
Report of Lara Huckstepp, Executive Planner  
Re: Small Bars and Trading Hours in Kirribilli Village

(5)

*facilities; Kiosks; Medical centres; Neighbourhood shops; Neighbourhood supermarkets; Office premises; Oyster aquaculture; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Respite day care centres; Restaurants or cafes; Roads; Shops; Shop top housing; Signage; Tank-based aquaculture; Take away food and drink premises*

Localities that are zoned B1 Neighbourhood Centre include Kirribilli Village, Cammeray, Blues Point Road in McMahons Point, Bay Road in Waverton and various other small groups of sites and isolated sites distributed throughout the LGA. The locations are generally illustrated below.

**Figure 1: B1 zones across the North Sydney LGA**



### 3. Consultation Findings

As set out in Attachment 1, Council undertook a comprehensive engagement strategy to ascertain community views on trading hours and small bars in Kirribilli Village. This included direct letters to residents and businesses across the Kirribilli Peninsular (over 7,000 letters); notification on Council's website, Mosman Daily Advertisements together with social media posts and direct correspondence to government and industry stakeholders. A total of 918 survey responses and 9 individual submissions were received. Consultation outcomes are presented in the post consultation report to Council on 24/9/2018 (refer to Attachment 1). Key outcomes of the survey include:

- A total of 69% of respondents said yes they would like to see later trading hours in Kirribilli Village.
- The majority of respondents (62%) supported trading hours until 12 midnight Thursday – Saturday (weekends), with a further 18% of respondents supporting trading beyond 12pm

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(6)

midnight.

- A total of 75% respondents said yes, that small bars should be permitted in Kirribilli Village.
- The majority of respondents 47% considered trading hours for small bars should be the same as other businesses and an additional 39% of respondents felt that trading hours for small bars should be longer than other businesses.

North Sydney Local Area Command were consulted and verbally advised they raised no objection in principle to considering extended trading hours and small bars in Kirribilli Village, subject to careful amenity impacts, particularly at the zone interface. Premises located on the interface with residential zones are likely to result in a greater level of amenity impact.

#### 4. Options

The consultation outcomes outline community support for the introduction of small bars within the Kirribilli Village. Three options are available to implement these consultation outcomes, and are explored in the following subsections:

##### 4.1 Option 1: Allowing small bars as a permitted use in the B1 Neighbourhood Centre zone

This option involves Council including small bars as a permitted use within the B1 Neighbourhood Centre zone. This zone is Council's lowest order business zone, comprising the smaller Villages of Kirribilli and Cammeray, as well as many isolated pockets and sites that are immediately surrounded by residential zones.

Allowing small bars as a permissible use across all B1 Neighbourhood Centre zone sites is considered likely to result in adverse amenity impacts at the residential interface, particularly within smaller centres and isolated sites. The impacts of these uses would generally be provided with no buffer to the small bars.

These centres and sites were reviewed as part of adoption of the North Sydney Local Environmental Plan 2013 and are considered to generally coexist appropriately in their surroundings and context. Allowing small bars across all of these sites would be contrary to the objectives of the B1 Neighbourhood Centre zone and contrary to the desired character in some localities. **It is not recommended this option be pursued.**

##### 4.2 Option 2: Rezoning Kirribilli Village to an alternative business zoning

This option involves rezoning land within Kirribilli Village to a higher order business zone which permits small bars as a permitted use. Available options are the B4 Mixed Use or B3 Commercial core zones that are currently used by Council, or the B2 Local Centre zone that is currently not utilised with the NSLEP 2013. A detailed comparison of the objectives and permitted uses within the B1 Neighbourhood Centre zone and the differences with the B4 Mixed Use, B3 Commercial Core, and the B2 Local Centre, are found in Attachment 2 to this report. In summary:

- **B3 Commercial core zone** reflects the highest order commercial centre. The B3 Commercial core objectives and permitted uses provide employment opportunities and prohibit residential development. North Sydney CBD as well as small part of Crows Nest and St Leonards are zoned Commercial Core. The objectives of this zone do not include

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(7)

retaining a residential character. The objectives and permitted uses within the B3 Commercial Core zone are inconsistent with the existing and desired character of the Kirribilli Village.

- **B4 Mixed Use zone** is a higher order zone to B1 Neighbourhood Centre zone, illustrated through the additional types of commercial activities that are permitted. This zone typically provides for larger scale retail and business uses, intended to serve the needs of a sub-regional catchment. The objectives and permitted uses within the B4 Mixed Use zone are inconsistent with the existing and desired character of the Kirribilli Village.
- **B2 Local Centre zone** is a new zone that is within the standard instrument however is not currently utilised in the NSLEP 2013. It is also higher order zone providing a focus on employment and does not include objectives on residential amenity. Whilst this zoning is the least intensive option of the rezoning options available to Council, it remains a higher order zone that is considered to be inconsistent with the existing and desired character of the Kirribilli Village.

It is not recommended that any of these options are pursued because each would likely change the character of the Kirribilli Village. The consultation outcomes overwhelmingly supported the existing character of Kirribilli Village. Future planning for this area should retain the existing character whilst complementing these use, rather than changing the character.

#### **4.3 Option 3 – Small bars as an additional permitted use on certain sites within the Kirribilli Village (Preferred Option)**

The community consultation reinforced support for the existing character of Kirribilli Village. Kirribilli has a unique local character, providing a successful and vibrant local centre, with a popular restaurant economy during the evening. Its high accessibility to Milsons Point Railway Station provides opportunity for visitors. Its current zoning of B1 Neighbourhood Centre best reflects its existing and desired future character.

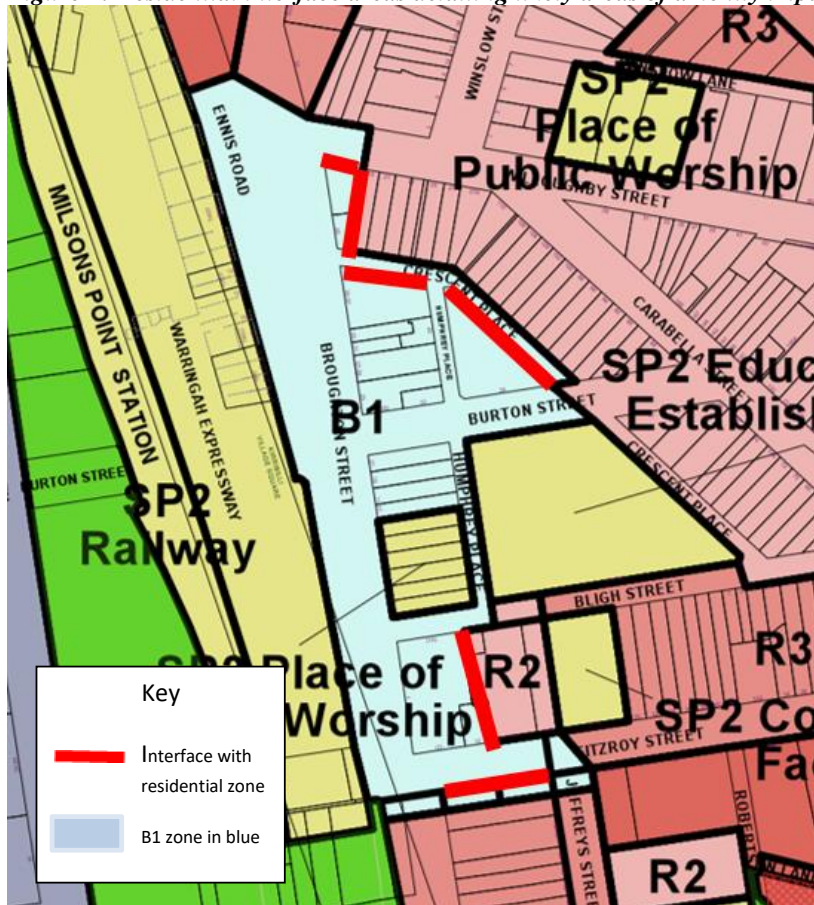
Impacts from uses such as small bars include noise from the use of the premises as well as patron dispersal at the end of the evening. This report seeks to minimise these impacts by allowing small bars in localities without a residential interface. Each site within Kirribilli Village has been examined in respect to its proximity to a residential interface. Attachment 3 provides a site assessment of each land parcel. The areas of greatest potential impact are presented in Figure 2.

This option involves maintaining the existing B1 Neighbourhood Centre zone and seeking to enable small bars to be included as an additional permitted use under Schedule 1 NSLEP 2013 to a number of sites within the Kirribilli Village which do not have an interface with adjoining residential zones. This option is recommended as it is considered to implement the outcomes of the community consultation.

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(8)

**Figure 2: Residential interface areas detailing likely areas of amenity impacts**



The analysis of sites within Kirribilli Village revealed that the use of properties located south of Bligh Street and north of Crescent Place for small bars, would be more likely to result in adverse impacts to surrounding properties given their proximity to the residential interface.

Further, it is considered patron dispersal to a laneway or secondary street frontage other than Broughton Street would also be likely to result in increased amenity impacts, with the exception of Burton Street (west of Humphrey Place) given its adequate setback distance from a residential zone.

The Kirribilli Hotel at 35-37 Broughton Street is recommended for exclusion as Clause 13 to Schedule 1 permits a pub as an additional permitted use with development consent. As this is a similar but more intense type of use to a small bar, there is no need to include it.

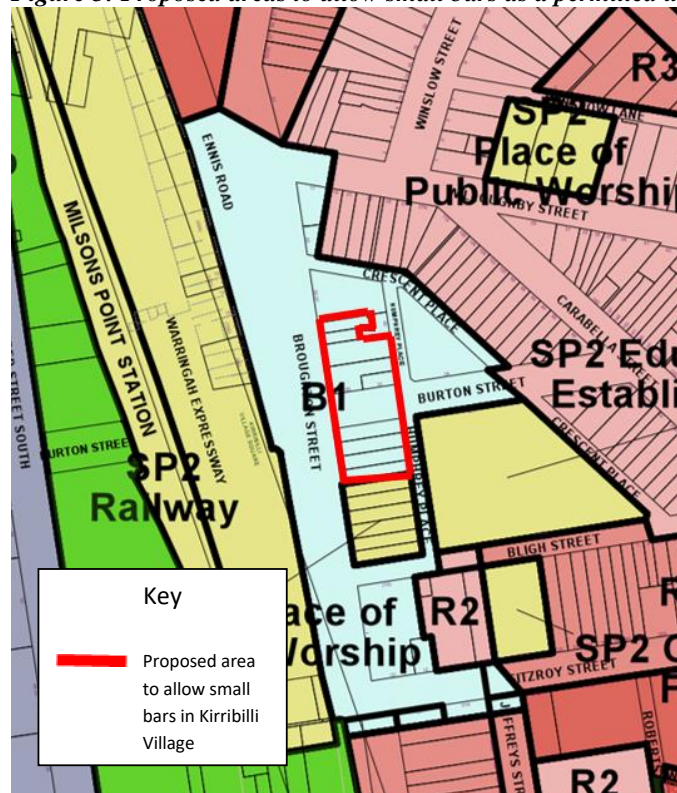
Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(9)

The localities in Kirribilli Village considered to be suitable for small bars are listed as follows and detailed below (Figure 3):

- 11-17 Broughton Street
- 19 Broughton Street
- 21 Broughton Street
- 23-25 Broughton Street
- 32 Burton Street
- 27-29 Broughton Street
- 31 Broughton Street
- 33 Broughton Street

**Figure 3: Proposed areas to allow small bars as a permitted use under Schedule 1 NSLEP 2013**



Those areas where the introduction of small bars are not recommended will operate as buffer areas for adjoining residential zones. These sites will continue to provide important retail, restaurant, café and a variety of other opportunities, ensuring that a mix of uses will continue to be offered throughout the Village. Notwithstanding this, on sites where small bars are considered suitable, the uptake of small bars will be a market decision.

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(10)

#### 4.3.1 Ennis Road, Milsons Point

The Ennis Road bays are located on the eastern side of Milsons Point Railway Station, within the arches of the Sydney Harbour Bridge. These bays are zoned SP2 Infrastructure (Classified Road). However, Clause 14 Schedule 1 NSLEP 2013 sets out:

*Use of certain land at 2-28 Ennis Road, Kirribilli*

*(1) This clause applies to land at bays 24 – 44, 2-28 Ennis Road, Kirribilli, being cubic spaces under the Warringah Expressway.*

*(2) Development for the purposes of any permissible use in Zone B1 Neighbourhood Centre is permitted with development consent.*

Accordingly, small bars are similarly not currently permitted within the Ennis Road Bays. It is considered that if these Bays are to be used as a small bar, then they should provide an adequate separation (at least) to the nearest residential property. These bays are accessible to Milsons Point train station and are also considered suitable to be used as small bars given the separation to residential properties. It is therefore recommended that Clause 14 Schedule 1 be amended to include ‘small bars’ as a permissible use within the Ennis Road Bays.

#### 5. NSW Department of Planning, Industry and Environment (DPIE) resistance to subzones

The DPIE have issued guidance on the creation of “subzones”. A subzone is an area within a zone where different land uses are permissible or prohibited compared to the rest of the zone. DPIE advises subzones are not permitted as they are considered to diminish the clarity and certainty of zoning controls.

The proposal to permit small bars in some localities mostly with a frontage to Broughton Street and Ennis Road, technically could be a subzone. However, it represents a relatively small number of properties and is not considered to be inconsistent with the intent of the LEP standard zoning.

Council has written to DPIE requesting preliminary advice on the approach discussed within this report. No written response was received to Council’s query regarding consideration of subzones. The issue was however discussed informally with DPIE staff who were of the view that an additional permitted use as proposed could be considered as not comprising a subzone, on the basis that:

- The number of properties was limited;
- The inflexibility of the standard instrument LEP to include subzones was acknowledged and there was no other existing zones capable of achieving the outcomes of the issue;
- The unique interfaces of the subject land in comparison to other B1 zoned land within the LGA (isolated sites, and those which had direct interface with residentially zoned land) was also acknowledged.

The DPIE recommended that any planning proposal would have to be sufficiently justified addressing at least the identified matters above, however could not provide any guarantee that a planning proposal could be supported past Gateway Determination.

Report of Lara Huckstepp, Executive Planner  
Re: Small Bars and Trading Hours in Kirribilli Village

(11)

## 6. Trading Hours

Community consultation outcomes supported later trading hours within Kirribilli Village. The options for extended trading hours, whilst ensuring a reasonable level of residential amenity is maintained to residential properties in close proximity, is explored below.

### 6.1 North Sydney Development Control Plan (NSDCP) 2013

Section 7 (Late night trading) sets maximum trading hours for all properties throughout the LGA as follows:

**Figure 4: DCP Exert Section 7 Late Night Trading and Trading Hours (Existing)**

Table B-7.1 Maximum trading hours			
Zone	Trading hours		
	Indoor	Outdoor	
B3 Commercial Core *Refer to P2 and P3	6am to Midnight	7am to 11pm	
B4 Mixed Use	7am to 11pm (Mon-Wed) 7am to midnight (Thurs-Sat) 7am to 10pm (Sun)	7am to 10pm	
B1 Neighbourhood Centre	<b>1) Properties with a frontage to Broughton Street, 2-28 Ennis Road, Milsons Point</b> 2) Properties with a frontage to Miller Street, Cammeray 3) Blues Point Road, McMahons Point	7am – 10pm (Sun – Wed)  7am – 11pm (Thurs – Sat)	7am to 9pm
	All other locations	7am – 10pm	8am to 8pm
<b>All other zones</b>	7am to 10pm	8am to 8pm	

As can be seen above, properties with a frontage to Broughton Street and Ennis Road are permitted to trade until 11pm (Thursday – Saturday) and 10pm on other days. In accordance with the outcome of the community consultation, it is recommended that those properties identified with this report as being suitable for small bars (i.e. with no direct residential zone interface) be afforded later maximum trading hours of 12 midnight (Thursday – Saturday); 11pm (Monday-Wednesday) and 10pm (Sundays). Outdoor trading is recommended until 10pm. These trading hours are consistent with those in the mixed-use zone.

It is recommended that all other properties within Kirribilli Village be permitted to trade until 11pm (Thursday – Saturday) and 10pm (Sunday), with outdoor trading is recommended until 9pm. Whilst properties with a frontage to Broughton Street are already permitted to trade up until these hours, this will represent an extension in trading hours for other properties.



Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(12)

It is further recommended that given the detailed nature of the properties identified in tables B-7.1 and B-.2, that this be further illustrated with a map to clarify the extent of this application.

This report recommends draft DCP amendments be prepared for exhibition to extend trading hours as follows:

**Figure 5: Proposed draft DCP Amendments**

<b>Table B-7.1 Maximum trading hours</b>			
<b>Zone</b>	<b>Trading hours</b>		
	<b>Indoor</b>	<b>Outdoor</b>	
B3 Commercial Core *Refer to P2 and P3	6am to Midnight	7am to 11pm	
B4 Mixed Use	7am to 11pm (Mon-Wed) 7am to midnight (Thurs-Sat) 7am to 10pm (Sun)	7am to 10pm	
B1 Neighbourhood Centre	<b>Properties in Kirribilli Village detailed in Figure 6 below (including 2-28 Ennis Road)</b>	<b>7am to 11pm (Mon-Wed) 7am to midnight (Thurs-Sat) 7am to 10pm (Sun)</b>	<b>7am to 10pm</b>
	1) Properties in Kirribilli Village (other than those detailed above) 2) Properties with a frontage to Miller Street, Cammeray 3) Blues Point Road, McMahons Point	7am – 10pm (Sun – Wed) 7am – 11pm (Thurs – Sat)	7am to 9pm
	All other locations	7am – 10pm	8am to 8pm
<b>All other zones</b>	7am – 10pm	8am to 8pm	

Report of Lara Huckstepp, Executive Planner  
 Re: Small Bars and Trading Hours in Kirribilli Village

(13)

**Figure 6: Proposed locations to allow small bars and extend trading hours**



DCP provisions will continue to apply to late night trading premises and likely impacts will be carefully managed through the development assessment process. Council's amenity controls currently set out in Section 7 Late Night Trading continue to apply, where any premises would need to satisfy the relevant provisions to obtain development consent including acoustic testing, requirements for door and window closures and various other controls. Trial periods can be imposed where an impact is likely to have an adverse impact.

The impacts arising from patron dispersal from a small bar premises can be minimised where the primary entry/exit is onto Broughton Street, Ennis Road or Burton Street (west of Humphrey Place). A DCP amendment is also recommended to address this, to require patron egress from these primary frontages.

**DECISION OF 3709<sup>th</sup> COUNCIL MEETING  
HELD ON MONDAY 24 SEPTEMBER 2018**

**338. CiS03: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes**

Report of Lara Huckstepp, Executive Planner

The purpose of this report is to provide Council with an overview of the outcomes of the community consultation undertaken regarding the extension of trading hours and allowing small bars within the Kirribilli Village.

In response to Council's resolution on 28 March 2018, between 19 July and 17 August 2018, consultation was undertaken to ascertain community views on whether there is support for extended trading hours and for small bars to be permissible in the Kirribilli Village. The consultation included the distribution of a brochure containing a survey to over 7,000 residents and businesses (owners and occupiers) within 800m of Kirribilli Village. Council's Engagement platform (Engagement HQ) enabled people the opportunity to provide feedback was promoted through various methods including social media (Facebook, Instagram, Twitter), advertisements in the Mosman Daily and an information stall at the Kirribilli Markets.

Council received 918 survey responses and 9 individual submissions, representing a highly engaged consultation process. The number, and quality of responses has enabled Council to better understand attitudes towards the existing approach to trading hours and small bars in Kirribilli Village.

Over 69% support an extension to existing trading hours and over 75% support small bars being permitted in Kirribilli Village.

Concerns raised by those who did not support later trading hours and small bars in Kirribilli include loss of amenity for residents, increased noise and disturbance, decreased level of safety, increased level of crime, loss of the Village atmosphere and character, loss of diversity of offerings in Kirribilli if small bars proliferate the locality, and lack of car parking and greater traffic impacts.

A further report outlining options for implementation will be prepared and reported to Council, informed by the detailed findings of the community consultation.

No funding has been allocated. Funds spent for the consultation were within existing budget lines.

**Recommending:**

- 1. THAT** Council note the outcomes of the community consultation.
- 2. THAT** Council staff prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli in response to the outcomes of the community consultation.

The Recommendation was moved by Councillor Gibson and seconded by Councillor Barbour.

The Motion was put and carried.

Voting was as follows:

For/Against 6/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi	Absent		Drummond	Y	
Keen	Y		Gunning	Absent	
Brodie	Y		Mutton	Y	
Carr	Absent		Baker	Absent	

**RESOLVED:**

1. **THAT** Council note the outcomes of the community consultation.
2. **THAT** Council staff prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli in response to the outcomes of the community consultation.



## Report to General Manager

Attachments:

1. Copy of Brochure/Survey

**SUBJECT:** Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

**AUTHOR:** Lara Huckstepp, Executive Planner

**ENDORSED BY:** Joseph Hill, Director City Strategy

### EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with an overview of the outcomes of the community consultation undertaken regarding the extension of trading hours and allowing small bars within the Kirribilli Village.

In response to Council's resolution on 28 March 2018, between 19 July and 17 August 2018, consultation was undertaken to ascertain community views on whether there is support for extended trading hours and for small bars to be permissible in the Kirribilli Village. The consultation included the distribution of a brochure containing a survey to over 7,000 residents and businesses (owners and occupiers) within 800m of Kirribilli Village. Council's Engagement platform (Engagement HQ) enabled people the opportunity to provide feedback was promoted through various methods including social media (Facebook, Instagram, Twitter), advertisements in the Mosman Daily and an information stall at the Kirribilli Markets.

Council received 918 survey responses and 9 individual submissions, representing a highly engaged consultation process. The number, and quality of responses has enabled Council to better understand attitudes towards the existing approach to trading hours and small bars in Kirribilli Village.

Over 69% support an extension to existing trading hours and over 75% support small bars being permitted in Kirribilli Village.

Concerns raised by those who did not support later trading hours and small bars in Kirribilli include loss of amenity for residents, increased noise and disturbance, decreased level of safety, increased level of crime, loss of the Village atmosphere and character, loss of diversity of offerings in Kirribilli if small bars proliferate the locality, and lack of car parking and greater traffic impacts.

A further report outlining options for implementation will be prepared and reported to Council, informed by the detailed findings of the community consultation.

### FINANCIAL IMPLICATIONS:

No funding has been allocated. Funds spent for the consultation were within existing budget lines.

Report of Lara Huckstepp, Executive Planner  
Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(2)

---

**RECOMMENDATION:**

1. **THAT** Council note the outcomes of the community consultation.
2. **THAT** Council staff prepare a detailed report outlining options for implementation of extended trading hours and allowing small bars in Kirribilli in response to the outcomes of the community consultation.

Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(3)

---

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

- Direction: 2. Our Built Infrastructure
- Outcome: 2.2 Vibrant centres, public domain, villages and streetscapes
- Direction: 3. Our Future Planning
- Outcome: 3.1 Prosperous and vibrant economy
- Direction: 5. Our Civic Leadership
- Outcome: 5.3 Community is informed and consulted

## BACKGROUND

Council at its meeting held on 28 March 2018 resolved (Min No. 50):

- 1. THAT public consultation be undertaken 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.*
- 2. THAT a draft consultation strategy be reported to the Legal and Planning Committee in May 2018 and include financial and resourcing implications and the strategy have particular regard to accessing the views of residents and small business owners in both Milsons Point and Kirribilli*
- 3. THAT following the consultation period, a further report be submitted to Council.*

A further report including the draft Community Engagement Strategy was considered at the Legal and Planning Committee held on 7 May 2018. The minutes of this meeting were presented to the Council of meeting 25 May 2018, whereby Council resolved (Min No.156);

- 1. THAT the Small Bars and Extended Trading Hours for Kirribilli Village – Draft Community Engagement Strategy report be noted.*
- 2. THAT community consultation be undertaken in accordance with the draft Community Engagement Strategy.*
- 3. THAT the outcome of the consultation be reported back to Council.*

## CONSULTATION REQUIREMENTS

Community engagement was undertaken in accordance with Council's Community Engagement Protocol.

Consultation was undertaken between 19 July and 17 August 2018 in accordance with the adopted Community Engagement Strategy.

Report of Lara Huckstepp, Executive Planer  
Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(4)

## SUSTAINABILITY STATEMENT

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

### DETAIL

#### 1. Inform Level of Engagement – Promoting the Opportunity to Provide Feedback

A comprehensive engagement strategy was developed and implemented to ensure a high level of engagement. A brochure/survey was prepared (refer attachment 1) to ascertain community views on trading hours and small bars in Kirribilli Village. The opportunity to provide feedback was promoted via the following methods:

Method	Target Stakeholders	Quantity
Direct letters - Brochure/survey	Residents and business (owners and occupiers)	7,048 letters
Webpage – Yoursay (Engagement HQ)	All	-
Advertisements (Mosman Daily)	All	2 adverts
Social Media – Facebook	All	1 post
Social Media – Twitter	All	1 tweet
Social Media – Instagram	All	1 post
Social Media – LinkedIn	All	1 post
Precinct Committees	Active Committees	18 committees
Direct emails	Harbourside Liquor Accord, North Sydney Police, NSW Office of Liquor and Gaming	80 members
Information stall – Kirribilli Markets	All	-

#### 1.1 Engagement HQ

Council's engagement platform (Engagement HQ) was used to manage the online consultation elements. This platform enabled respondents to fill in the survey on-line and also provide comments, including additional information and references.

During the engagement period there were 1,050 page views, 849 visitors (i.e. they visited the project's main page); 701 visitors were 'informed' (i.e. they accessed information eg downloaded a document or visited the FAQ page) and 598 visitors were 'engaged' (i.e. they provided a submission online). The average maximum number of visitors per day to this page was 93.

#### 1.2 Social Media

Council's social media accounts were used to promote the consultation opportunities. The table below details the Facebook posts and the number of people reached and/or who responded.

Post	Reach	Likes	Shares	Reactions/Comments
27 July 2018	2,294	31	1	5



Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(5)

The following table details the Twitter post and the number of people reached and/or who responded:

Post	Impressions	Engagements
27 July 2018	1,859	23

The following table details the Instagram post and the number of people reached and/or who responded:

Post	Likes	Comments
27 July 2018	78	10

The following table details the LinkedIn post and the number of people reached and/or who responded:

Post	Impressions	Likes	Clicks	Follows	Comments
27 July 2018	653	5	17	5	0

## 2. Consult Level of Engagement – Summary of Feedback Received

### 2.1 Survey

The survey asked 10 questions to gauge community views on whether trading hours in Kirribilli Village should be extended and on whether the community would support small bars being permitted. A total of 918 surveys were completed and 9 individual submissions received. The outcomes of responses to the survey questions are summarised below.

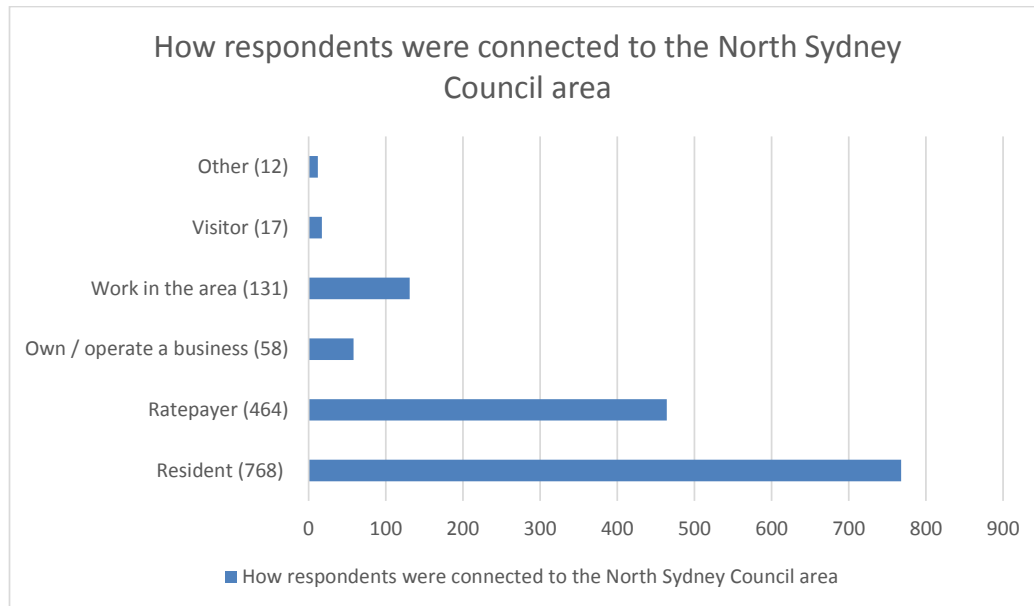
Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(6)

**2.1.1 How respondents were connected to the North Sydney Council Area**

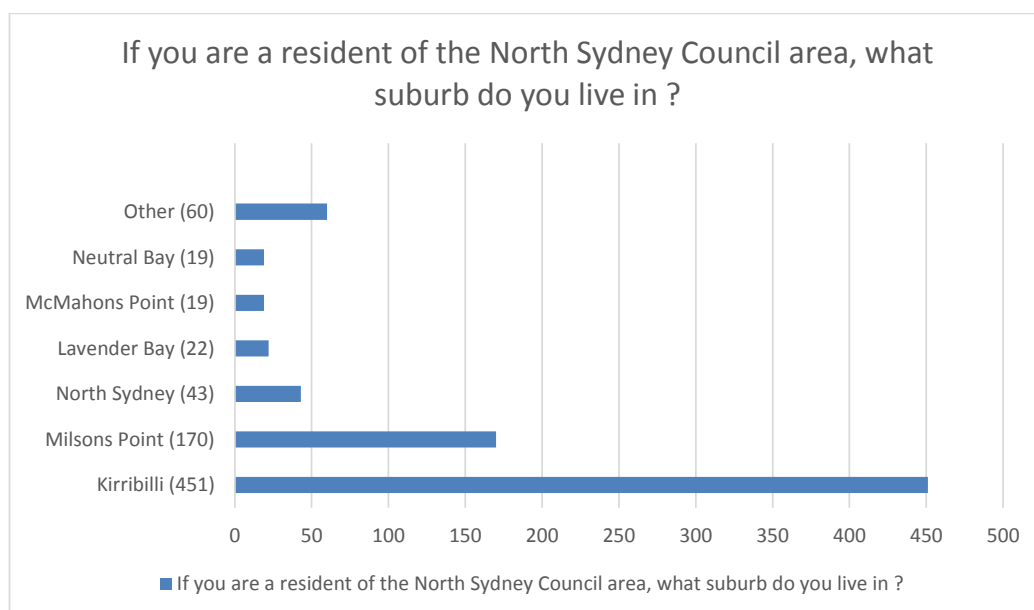
The majority of respondents identified as residents (768) and ratepayers (464). It is noted that the survey allowed more than one option to be selected.

Responses to ‘other’ included students, former residents and part-time residents.



**2.1.2 Location of Residents**

The majority of residents who responded to the survey were from Kirribilli (451) and Milsons Point (170), comprising 68% of total resident responses.

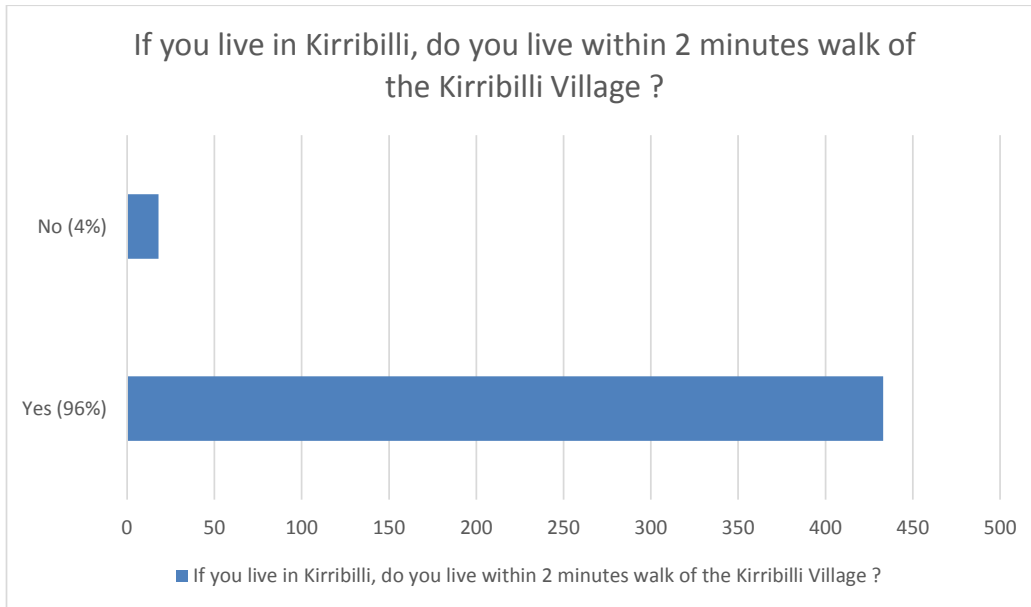


Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(7)

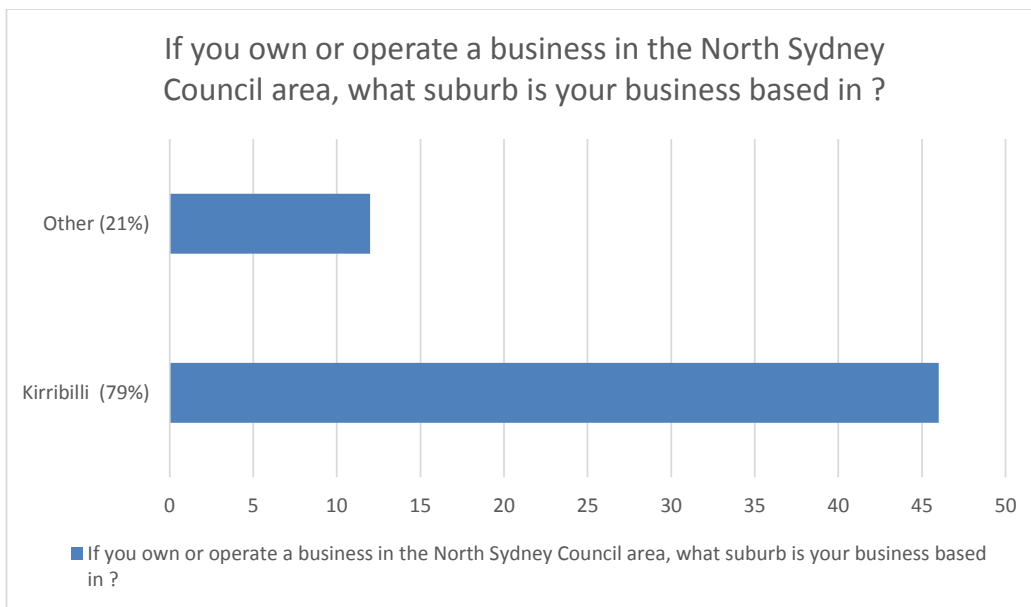
**2.1.3 Residents within walking distance of Kirribilli Village**

Overall, 47% of total respondents identified as living within a 2 minute walk of Kirribilli Village.



**2.1.4 Location of respondents who own a business**

Of the 58 respondents who identified as owning or operating a business within the North Sydney Council LGA, 46 (79%) of these businesses are located in Kirribilli.

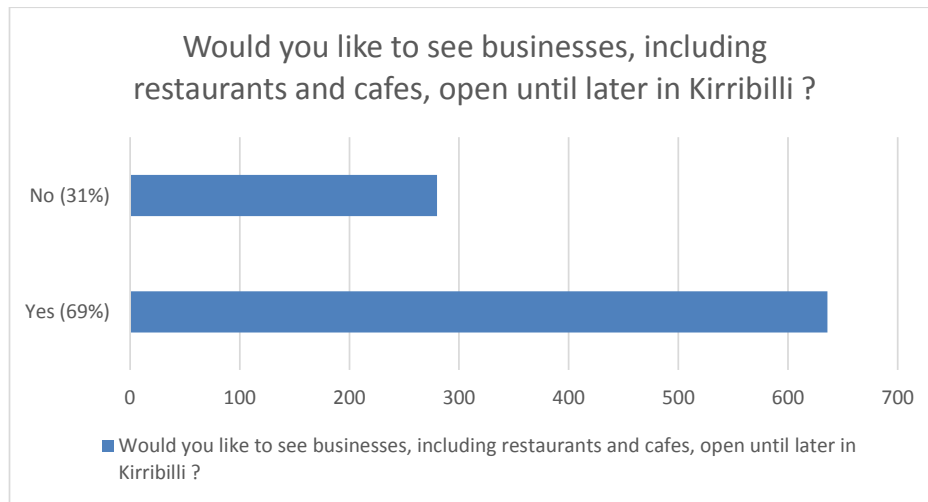


Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(8)

**2.1.5 Support for later trading hours in Kirribilli Village**

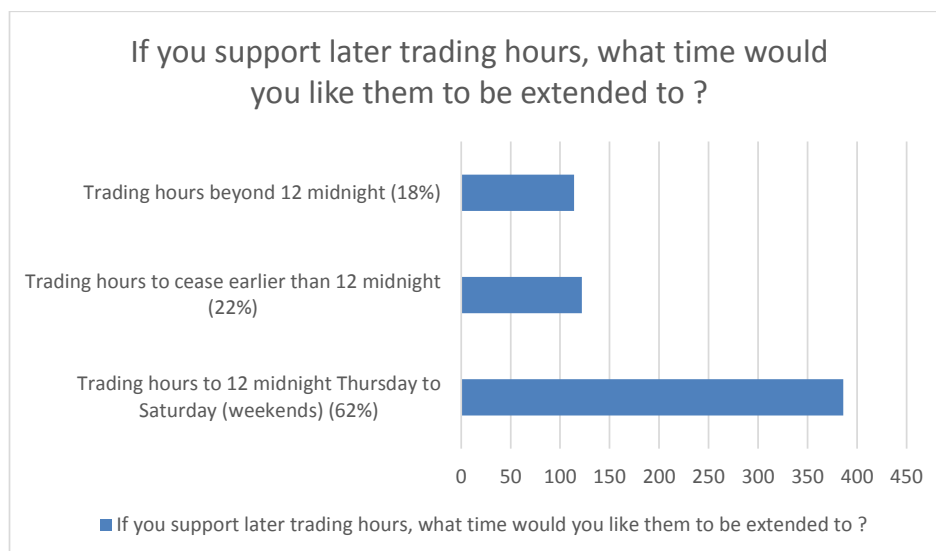
A total 636 (69%) of respondents said yes they would like to see later trading hours in Kirribilli Village.



**2.1.6 Suggested extended trading hours**

The survey advised that trading in Broughton Street and Ennis Road closes at 10pm (Sunday to Wednesday) and 11pm (Thursday to Saturday). Trading closes at 10pm in other Kirribilli streets. Those who supported later trading hours were asked what time they would like them to be extended to.

The majority of respondents supported trading hours until 12 midnight Thursday – Saturday (weekends). It is noted that this was an open-ended question and further detailed analysis will be undertaken with regards to suggested trading hours.



Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(9)

### 2.1.7 Reasons for not supporting extended trading hours

Of the 280 respondents who did not support extending trading hours beyond existing hours, the reasons given are summarised below:

#### Reasons for not supporting extended trading hours

- Loss of amenity
- Increased noise and disturbance, including from patrons leaving a premises
- Loss of the Village atmosphere of Kirribilli
- Uses such as medical centres, butchers, newsagents or banks are needed in the Village over more bars and bottle shops.
- Concerns with more litter in the area.
- More pressure on car parking
- Drunk and disorderly behavior
- Concerns with personal safety
- Increased violence
- Kirribilli is a family area and should not be turned into a late night venue.

### 2.1.8 Support for Small Bars in Kirribilli Village

A total of 683 (75%) responded yes, that small bars should be permitted in Kirribilli Village.

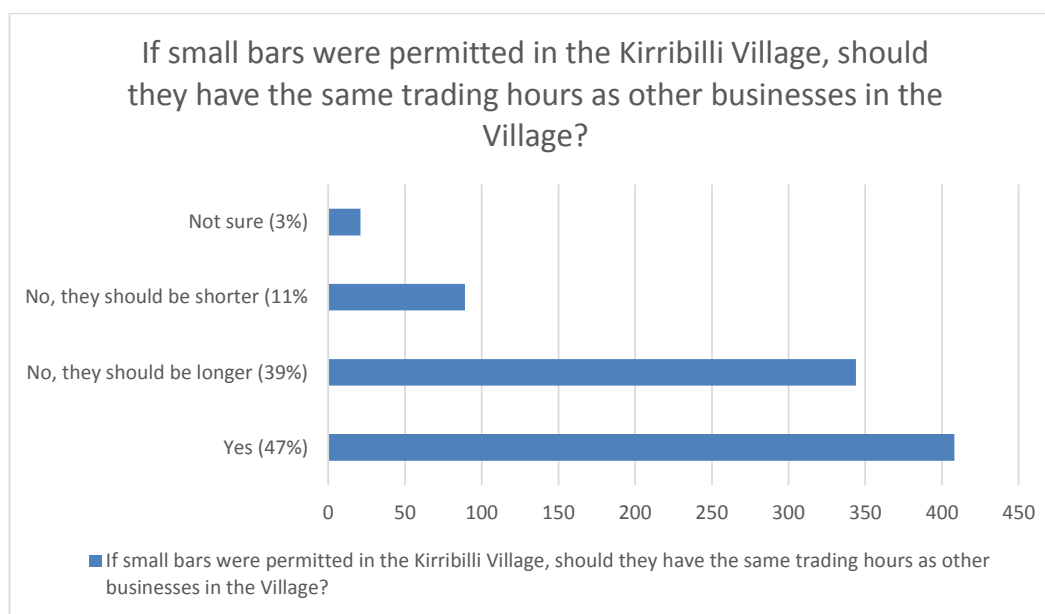


Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(10)

### 2.1.9 Trading Hours for Small Bars

The majority of respondents (47%) considered that trading hours for small bars should be the same as other businesses. An additional 39% of respondents felt that trading hours for small bars should be longer than other businesses.



### 2.1.10 Other comments on trading hours or small bars in the Kirribilli Village provided by respondents

A significant amount of ‘other’ feedback has been received. The predominant issues are summarised below and include responses provided as part of the survey together with the 9 individual submissions:

Comment
<p><b>Small bars and extended trading hours will enhance Kirribilli Village</b></p> <ul style="list-style-type: none"> <li>• Kirribilli is a fabulous village and progress with eclectic bars and shops can only enhance this area.</li> <li>• It would be great to get some more trendy restaurants and bars in Kirribilli.</li> <li>• Kirribilli is dead after 10pm and should be vibrant.</li> <li>• Places like the Botanist and Small Bar in Fitzroy Street have already brought some much needed diversity and vibrancy to the dining and drinking culture in the area.</li> <li>• Kirribilli is becoming popular with a younger, professional market so it would be great. to be able to meet their needs to ensure the area and local economy continues to grow.</li> <li>• Small bars create a buzzy neighbourhood instead of being forced to go to the city or the East.</li> <li>• Bringing more people to the area can only benefit.</li> <li>• It would be great to have a quiet drink after enjoying dinner in the neighbourhood.</li> <li>• Current trading hours are antiquated.</li> <li>• More cosmopolitan and more tourists.</li> <li>• Council should support local businesses.</li> </ul>
<p><b>Adverse amenity impacts from small bars and extended trading hours</b></p> <ul style="list-style-type: none"> <li>• Residents should be afforded some peace at night.</li> </ul>

Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(11)

<ul style="list-style-type: none"> <li>• Small bars will encourage rowdy and violent behaviour in a currently peaceful area.</li> <li>• Bars invariably increase noise.</li> <li>• Kirribilli is a safe neighbourhood and should be kept this way.</li> <li>• Existing establishments are sufficient.</li> <li>• Late drinkers could wander into residential areas and cause trouble.</li> <li>• The aged population should not fear venturing out at night.</li> <li>• Small bars should integrate into the ambience of the neighbourhood, not change it.</li> <li>• The residents do not need or want for any business that compromises the safety and well-being of the residents.</li> <li>• Increased litter left behind by visitors, presumably walking back to their cars.</li> <li>• Increased crime.</li> <li>• Increased alcohol related violence and drugs.</li> <li>• Kirribilli may become a new Kings Cross.</li> </ul>
<p><b>Loss of village atmosphere</b></p> <ul style="list-style-type: none"> <li>• It is important that there is a balance maintained within the village between restaurants, bars, takeaways, retail. It feels like we are losing this balance and being turned into an entertainment precinct.</li> <li>• Small bars and longer trading would change the culture of Kirribilli Village from one that services day-time residents to one that is commercialised and associated with alcohol.</li> <li>• Additional small bars and extended hours will ruin the area.</li> <li>• The village is perfect the way it is.</li> <li>• The village is supposed to provide for the neighbourhood.</li> <li>• Let's keep Kirribilli as it is, it has everything we want and need.</li> <li>• Keep it quaint.</li> <li>• This is a neighbourhood not a commercial district or nightclub area.</li> <li>• Small bars would change the family friendly nature of Kirribilli.</li> <li>• It would be sad to see such a quiet community destroyed.</li> </ul>
<p><b>Parking and traffic impacts</b></p> <ul style="list-style-type: none"> <li>• Exacerbate existing parking and traffic issues.</li> <li>• Does Council have plans to increase parking areas in Kirribilli ?</li> </ul>
<p><b>Diversity of offerings is needed</b></p> <ul style="list-style-type: none"> <li>• Kirribilli already supports small bars, a large pub, bottle shops and many restaurants serving alcohol. Kirribilli Village needs to support the neighbourhood with desperately needed facilities such as a medical centre.</li> <li>• We already have too many restaurants and cafes. We have lost our facilities over the years and I especially miss the banks and doctors. We will soon be down to 1 chemist shop.</li> <li>• Essential services should be returned to our working village like a butcher, a newsagent / gift shop, another ATM.</li> <li>• Kirribilli should not become a collection of bars.</li> <li>• Kirribilli residents are losing access to local services in favour of bars for tourists.</li> <li>• A newsagent and good doctors are needed, like the Village used to have.</li> <li>• More variety of restaurants is needed and not small bars.</li> <li>• Small bars may drive out the few remaining shops and facilities, the number of which has already diminished significantly in recent years.</li> </ul>
<p><b>Small bars should go in the North Sydney CBD</b></p> <ul style="list-style-type: none"> <li>• Consider establishing a small bar culture in the North Sydney CBD which is lacking in vibrancy. North Sydney is 5 minutes away.</li> </ul>

Report of Lara Huckstepp, Executive Planer  
 Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(12)

<p><b>Cap on the number of small bars</b></p> <ul style="list-style-type: none"> <li>• There should be limit on the number of small bars so as to maintain diversity of businesses serving the residents.</li> <li>• As long as small bars don't pop up everywhere.</li> <li>• If as a consequence of longer hours, Kirribilli becomes only bars, cafes and restaurants, that would be regrettable.</li> </ul>
<p><b>Small bars should not be large venues</b></p> <ul style="list-style-type: none"> <li>• Up to 100 people is too large.</li> </ul>
<p><b>Other</b></p> <ul style="list-style-type: none"> <li>• No poker machines should be permitted.</li> <li>• Consider trial hours for later trading hours.</li> <li>• Opportunities for more small bars Milsons Point should be considered.</li> <li>• Night clubs are not welcome.</li> </ul>

**Note:** A number of respondents have referred to existing small bars in Kirribilli. These small bars are in fact Licensed restaurants with primary service provision. This means the business must earn most of its income from food, but may serve alcohol without a meal. There is no such requisite placed upon small bars which must have food available but can earn all of its income from the sale of alcohol.

## 2.2 North Sydney Local Area Command – Licensing

Council notified the North Sydney Local Area Command (Licensing) on the consultation being undertaken. The North Sydney Police verbally advised they raise no objection in principle to considering extending trading hours and small bars within Kirribilli Village, subject to careful consideration of the appropriate trading hours for the locality and amenity impacts. Concern was raised with allowing small bars and later trading hours for businesses located in close proximity of a residential zone interface. Premises located on the interface with residential zones are likely to result in a greater level of amenity impact.

## 2.3 Milson Precinct

Milsons Precinct agreed the following motions at its meeting held on 2 August 2018:

- Milson Precinct requests that North Sydney Council not change the zoning for Kirribilli from B1 Neighbourhood Centre, to not permit small bars to operate within the Village
- Milson Precinct feels that it would be ok to increase the hours of operation by an hour for the indoor trading hours of operation for Thursday to Saturday, of the existing entities operating in the Village, properties like the Botanist and Small Bar.

## 3. Conclusion

The community consultation has indicated a general majority support for extended trading hours and permitting small bars within Kirribilli. Of the responses received, over 69% supported an extension to existing trading hours and over 75% supported small bars being permitted in Kirribilli Village.

Concerns raised in responses from those who did not support later trading hours and small bars in Kirribilli included loss of amenity for residents, increased noise and disturbance, decreased level of safety, increased level of crime, loss of the Village atmosphere and character, loss of diversity of offerings in the Kirribilli if small bars proliferate the locality, and lack of car



Report of Lara Huckstepp, Executive Planer  
Re: Kirribilli Village Trading Hours and Small Bars – Consultation Outcomes

(13)

---

parking resulting in greater traffic impacts.

A further report outlining options for implementation will be prepared and reported to Council, informed by the detailed findings of the community consultation.

7. If you do not support later trading hours, what are your reasons?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. Should small bars be permitted in Kirribilli Village?

Yes  No

9. If small bars were permitted in the Kirribilli Village, should they have the same trading hours as other businesses in the Village?

Yes  
 No, they should be longer  
 No, they should be shorter  
 Not sure

10. Do you have any other comments on trading hours or small bars in the Kirribilli Village?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Thank you for completing this form. Return to Council by 17 August 2018 by post PO Box 12, North Sydney NSW 2059 or email [yoursay@northsydney.nsw.gov.au](mailto:yoursay@northsydney.nsw.gov.au)

The survey can also be completed online at [yoursay.northsydney.nsw.gov.au/kirribilli-village](http://yoursay.northsydney.nsw.gov.au/kirribilli-village)

If you would like Council to keep you informed about the project, please provide your contact details below:

Name \_\_\_\_\_

Postal address \_\_\_\_\_

\_\_\_\_\_

Email address \_\_\_\_\_

ATTACHMENT TO ITEM 10 - 23/09/19

SUBMISSIONS

To have your say:

**Complete** the attached survey

**Scan** the QR code and complete the survey online



**Visit** [yoursay.northsydney.nsw.gov.au/kirribilli-village](http://yoursay.northsydney.nsw.gov.au/kirribilli-village) and complete the survey online

**Email** [yoursay@northsydney.nsw.gov.au](mailto:yoursay@northsydney.nsw.gov.au)

**Write to** General Manager, North Sydney Council, PO Box 12, North Sydney NSW 2059

For more information contact Lara Huckstepp on 9936 8100



PRIVACY STATEMENT

Supply of your contact details is optional. Please note that all comments received will be considered, however it is not intended to reply to individual respondents.

Privacy Statement: Any personal data captured in this submission will be stored by Council in accordance with its Privacy Statement, Privacy Management Plan, Government Information (Public Access) Act 2009 and the Privacy and Personal Information and Protection Act 1998. Personal information captured will be used only for participation in this project and will not be disclosed to any third party without your written consent.

Details of individual submissions may be made public in accordance with Part 3, Division 1, Clause 18(g) of the Government Information (Public Access) Act 2009. Personal information will only be made available by application in accordance with Part 2, Division 2 - Public interest considerations - of the Government Information (Public Access) Act 2009.



HAVE YOUR SAY



Kirribilli Village Trading hours and small bars

Council is seeking the views of businesses, residents, industry and government

# HAVE YOUR SAY

## KIRRIBILLI VILLAGE - TRADING HOURS AND SMALL BARS

1. Please tell us how you are connected to the North Sydney Council area. Tick all that apply:
  - I am a resident of the North Sydney Council area
  - I am a ratepayer of the North Sydney Council area
  - I own/operate a business within the North Sydney Council area
  - I work in the North Sydney Council area
  - I am a visitor
  - Other \_\_\_\_\_
2. If you are a resident of the North Sydney Council area, what suburb do you live in?
 

Name of suburb \_\_\_\_\_

Not applicable
3. If you live in Kirribilli, do you live within 2 minutes walk of the Kirribilli Village?
 

Yes       No       Not applicable
4. If you own or operate a business in the North Sydney Council area, what suburb is your business based in?
 

Name of suburb \_\_\_\_\_

Not applicable
5. Would you like to see businesses, including restaurants and cafes, open until later in Kirribilli?
 

Yes, go to Q6       No, go to Q7
6. Trading in Broughton Street and Ennis Road closes at 10pm (Sunday to Wednesday) and 11pm (Thursday to Saturday). Trading closes at 10pm in other Kirribilli streets. If you support later trading hours, what time would you like them to be extended to?
 

\_\_\_\_\_

\_\_\_\_\_



### KIRRIBILLI VILLAGE

The focal point of the Kirribilli Peninsula and beyond is the Kirribilli Village Centre, a compact and lively area with local shops and outdoor cafes that serve the needs of the local community.

### TRADING HOURS

Feedback is sought on whether planning controls should be amended to allow later trading hours within Kirribilli Village

Under current planning controls, restaurants, cafés and businesses within Kirribilli Village can trade between the following hours:

Locality	Indoor trading hours	Outdoor trading hours
Broughton Street and Ennis Road	7am – 10pm (Sun-Wed) 7am-11pm (Thurs-Sat)	7am – 9pm
All other locations in Kirribilli	7am-10pm	8am-8pm

### SMALL BARS

Feedback is sought on whether small bars should be permitted in Kirribilli Village

Kirribilli Village is zoned B1 Neighbourhood Centre which does not permit small bars to operate within the Village. A small bar is defined as a *small bar within the meaning of the Liquor Act 2007* and is a bar that can cater for a maximum of 100 people.

### HAVE YOUR SAY

Complete Council's on-line feedback form or complete the attached feedback form and submit to Council. Responses will be received by 17 August 2018.

The outcome of the feedback will assist Council as to whether current planning controls relating to Kirribilli Village should be reviewed.



**Rezoning Kirribilli Village to B4 Mixed Use Zone under NSLEP 2013:** A comparison between the current and potential objectives and permissible land uses between the B1 Neighbourhood Centre zone and the B4 Mixed Use Zone is provided in Table 1:

**Note:** For the purposes of establishing permissibility, “*small bars*” fall under the group definitions of food and drink premises, retail premises and commercial premises within NSLEP 2013.

<b>TABLE 1: Comparison of objectives and permissible land uses under NSLEP 2013</b>			
	<b><i>B1 Neighbourhood Centre Zone</i></b>	<b><i>B4 Mixed Use Zone</i></b>	<b><i>Difference</i></b>
<b><i>Objectives</i></b>	<ul style="list-style-type: none"> <li>To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.</li> <li>To encourage active street life while maintaining high levels of residential amenity.</li> <li>To encourage development for the purpose of shop top housing.</li> </ul>	<ul style="list-style-type: none"> <li>To provide a mixture of compatible land uses.</li> <li>To integrate suitable business, office, residential, retail and other development in accessible locations so as to maximise public transport patronage and encourage walking and cycling.</li> <li>To create interesting and vibrant mixed use centres with safe, high quality urban environments with residential amenity.</li> <li>To maintain existing commercial space and allow for residential development in mixed use buildings, with non-residential uses on the lower levels and residential uses above those levels.</li> </ul>	Neighbourhood Centre zone aims to provide small scale services to the local community without compromising the high levels of residential amenity, whilst Mixed Use zone aims to achieve higher density mixed use development in the form of shop top housing, with compulsory commercial ground level uses.
<b><i>Permissible Development</i></b>	Boarding houses; Business premises; Centre-based child care facilities;; Community facilities; Entertainment facilities; Health services facilities; Information and education facilities; Kiosks; Medical centres; Neighbourhood shops; Office premises; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Respite day care centres; Restaurants or cafes; Roads; Shops; Shop top housing; Signage; Take away food and drink premises	Amusement centres; Backpackers’ accommodation; Boarding houses; Car parks; Centre-based child care facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Hostels; Hotel or motel accommodation; Information and education facilities; Medical centres; Passenger transport facilities; Places of public worship; Recreation areas; Recreation facilities (indoor); Registered clubs; Residential Flat Buildings; Respite day care centres; Restricted premises; Roads; Seniors housing; Serviced apartments; Sex services premises; Shop top housing; Signage; Vehicle repair stations; Veterinary hospitals	<p><b>Additional Permissible Development:</b> Amusement centres; Backpackers’ accommodation, Car parks; Commercial premises; Educational establishments; Function centres; Hostels; Hotel or motel accommodation; Passenger transport facilities; Registered clubs; Residential Flat buildings, Restricted premises; Seniors housing; Serviced apartments; Sex services premises; Vehicular repair stations; Veterinary hospitals.</p> <p><b>No longer Permissible Development:</b> Public administration buildings; Community health service facilities; Health consulting rooms; Patient transport facilities, including helipads and ambulance facilities; hospitals.</p>

**Rezoning Kirribilli Village to B3 Commercial Core under NSLEP 2013:** A comparison between the current and potential objectives and permissible land uses should Kirribilli be rezoned from the *B1 Neighbourhood Centre* zone to the *B3 Commercial* zone is provided in Table 2.

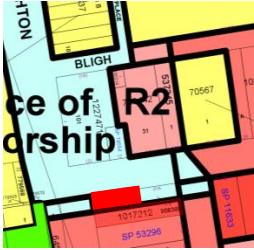


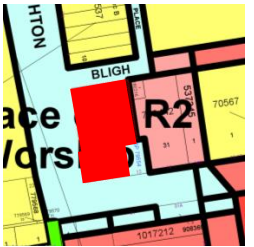
**Note:** For the purposes of establishing permissibility, “*small bars*” fall under the group definitions of food and drink premises, retail premises and commercial premises within NSLEP 2013.

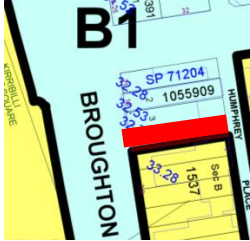
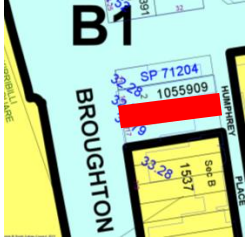
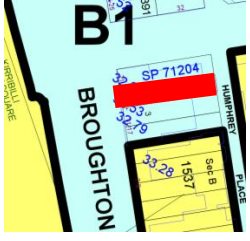
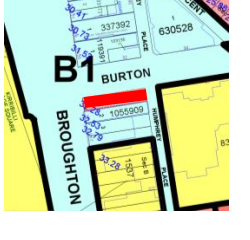

TABLE 2: Comparison of Objectives and permissible land uses under NSLEP 2001			
	<i>B1 Neighbourhood Centre Zone</i>	<i>B3 Commercial Zone</i>	<i>Difference</i>
<b>Objectives of zone</b>	<ul style="list-style-type: none"> <li>To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.</li> <li>To encourage active street life while maintaining high levels of residential amenity.</li> <li>To encourage development for the purpose of shop top housing.</li> </ul>	<ul style="list-style-type: none"> <li>To provide a wide range of retail, business, office, entertainment, community and other suitable land uses that serve the needs of the local and wider community.</li> <li>To encourage appropriate employment opportunities in accessible locations.</li> <li>To maximise public transport patronage and encourage walking and cycling.</li> <li>To prohibit further residential development in the core of the North Sydney Centre.</li> <li>To minimise the adverse effects of development on residents and occupiers of existing and new development.</li> </ul>	Neighbourhood Centre zone aims to complement surrounding residential uses, whilst Commercial zone aims to protect economic and employment interests and prevent residential development.
<b>Permissible Development</b>	Boarding houses; Business premises; Centre-based child care facilities; Community facilities; Entertainment facilities; Health services facilities; Information and education facilities; Kiosks; Medical centres; Neighbourhood shops; Office premises; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Respite day care centres; Restaurants or cafes; Roads; Shops; Shop top housing; Signage; Take away food and drink premises	Amusement centres; Backpackers’ accommodation; Child care centres; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Hotel or motel accommodation; Information and education facilities; Medical centres; Passenger transport facilities; Places of public worship; Recreation areas; Recreation facilities (indoor); Registered clubs; Respite day care centres; Restricted premises; Roads; Serviced apartments; Sex services premises; Signage; Vehicle repair stations; Veterinary hospitals	<p><b>Additional Permissible Development:</b> Amusement centres; Backpackers’ accommodation; Commercial premises; Educational establishments; Function centres; Hotel or motel accommodation; Passenger transport facilities; Restricted premises; Services apartments; Sex service premises; Vehicle repair stations; Veterinary hospitals.</p> <p><b>No longer Permissible Development:</b> Boarding houses; Public administration buildings; Shop top housing; Community health service facilities; Health consulting rooms; Patient transport facilities, including helipads and ambulance facilities; hospitals.</p>

**Rezoning Kirribilli Village to a new zone prescribed under the Standard Instrument – B2 Local Centre Zone:** A zone that is available with the Standard Instrument however is not currently utilized with the NSLEP 2013 is the B2 Local Centre zone. A comparison between the objectives and permissible land uses of the current *B1 Neighbourhood Centre* zone and potential *B2 Local Centre* zone is provided in Table 3.


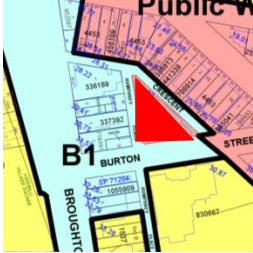
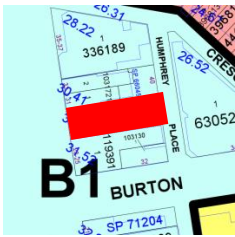

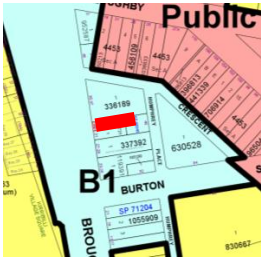
**Note:** For the purposes of establishing permissibility, “*small bars*” fall under the group definitions of food and drink premises, retail premises and commercial premises within NSLEP 2013.

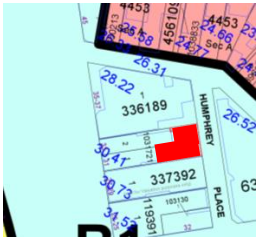
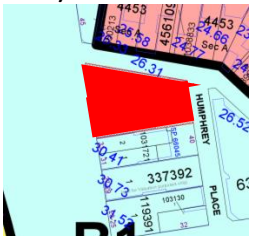

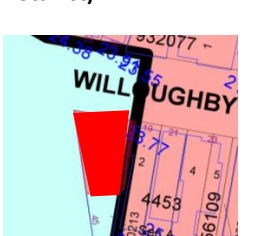

TABLE 3: Comparison of Objectives and permissible land uses under NSLEP 2001			
	<i>B1 Neighbourhood Centre Zone</i>	<i>B2 Local Centre Zone</i>	<i>Difference</i>
<b>Objectives of zone</b>	<ul style="list-style-type: none"> <li>To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.</li> <li>To encourage active street life while maintaining high levels of residential amenity.</li> <li>To encourage development for the purpose of shop top housing.</li> </ul>	<ul style="list-style-type: none"> <li>To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.</li> <li>To encourage employment opportunities in accessible locations.</li> <li>To maximise public transport patronage and encourage walking and cycling.</li> </ul>	Neighbourhood Centre zone aims to complement surrounding residential uses, whilst Local Centre zone focuses on encouraging employment and attracting services, without mention of residential uses or residential amenity.
<b>Permissible Development</b>	Boarding houses; Business premises; Centre-based child care facilities; Community facilities; Entertainment facilities; Health services facilities; Information and education facilities; Kiosks; Medical centres; Neighbourhood shops; Office premises; Places of public worship; Public administration buildings; Recreation areas; Recreation facilities (indoor); Respite day care centres; Restaurants or cafes; Roads; Shops; Shop top housing; Signage; Take away food and drink premises	Boarding houses; Child care centres; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Information and education facilities; Medical centres; Passenger transport facilities; Recreation facilities (indoor); Registered clubs; Respite day care centres; Restricted premises; Service stations; Shop top housing; Tourist and visitor accommodation	<p><b>Additional Permissible Development:</b> Commercial premises; Educational establishments; Function centres; Passenger transport facilities; Registered clubs; Restricted premises; Service stations; Tourist and visitor accommodation.</p> <p><b>No longer Permissible Development:</b> Centre-based child care facilities; Places of public worship; Public administration buildings; Recreation areas; Signage.</p>

<b>Site Analysis - Likely impacts of small bars across Kirribilli Village</b>		
<b>Property (shown in red on map)</b>	<b>Likely impacts on residential interface</b>	<b>Suitable for small bars</b>
<b>31 Fitzroy Street</b> 	Fitzroy Street frontage likely to impact residential amenity at the zone interface.	No
<b>31A Fitzroy Street</b> 	Fitzroy Street frontage and Jeffrey Street frontage likely to impact residential amenity at the zone interface.	No
<b>12 Fitzroy Street</b> 	Fitzroy Street frontage likely to impact residential amenity at the zone interface.	No
<b>1-3 Broughton Street</b> 	<p>Bligh Street and Fitzroy Street frontages likely to impact residential amenity at the zone interface.</p> <p>Shared boundary with R2 residential zone likely to impact residential amenity at the zone interface.</p>	No

Property (shown in red on map)	Likely impacts on residential interface	Suitable for small bars
<p><b>17 Broughton Street</b></p> 	<p>Likely acceptable impacts. Primary entry should be provided from Broughton Street.</p>	<p>Yes</p>
<p><b>19 Broughton Street</b></p> 	<p>Likely acceptable impacts. Primary entry should be provided from Broughton Street.</p>	<p>Yes</p>
<p><b>21 Broughton Street</b></p> 	<p>Likely acceptable impacts. Primary entry should be provided from Broughton Street.</p>	<p>Yes</p>
<p><b>23 Broughton Street</b></p> 	<p>Impacts likely to be acceptable. Primary entry should be provided from Broughton or Burton Street.</p>	<p>Yes</p>
<p><b>32 Burton Street</b></p> 	<p>Impacts likely to be acceptable.</p>	<p>Yes</p>



Property (shown in red on map)	Likely impacts on residential interface	Suitable for small bars
<p><b>23-25 Broughton Street</b></p> 	<p>Impacts likely to be acceptable. Primary entry should be from Broughton or Burton Street.</p>	<p>Yes</p>
<p><b>34 Burton Street</b></p> 	<p>Burton Street and Crescent Place frontages likely to impact residential amenity at the zone interface.</p> <p>Primary entry from Humphrey Place is not desirable.</p>	<p>No</p>
<p><b>27-29 Broughton Street</b></p> 	<p>Impacts likely to be acceptable. Primary entry should be from Broughton Street.</p>	<p>Yes</p>
<p><b>31 Broughton Street</b></p> 	<p>Impacts likely to be acceptable.</p>	<p>Yes</p>
<p><b>33 Broughton Street</b></p> 	<p>Impacts likely to be acceptable.</p>	<p>Yes</p>

Property (shown in red on map)	Likely impacts on residential interface	Suitable for small bars
<p><b>40 Humphrey Place</b></p> 	<p>Primary entrance from Humphrey Place is not desirable. No other access is available.</p>	<p>No</p>
<p><b>35-37 Broughton Street (Kirribilli Hotel)</b></p> 	<p>N/A. Existing pub permitted as a Schedule 1 use.</p>	<p>N/a</p>
<p><b>45 Broughton Street</b></p> 	<p>Likely to impact residential amenity at the zone interface.</p>	<p>No</p>
<p><b>17 Willoughby Road (The Botanist)</b></p> 	<p>Likely to impact residential amenity at the zone interface.</p>	<p>No</p>
<p><b>2-28 Ennis Road</b></p> 	<p>Likely to be acceptable given adequate setback to residential zone.</p>	<p>Yes</p>



## SECTION 7 LATE NIGHT TRADING HOURS

### 7.1 INTRODUCTION

Late night trading premises can positively contribute to the character of an area through increased vitality and vibrancy of the urban environment outside of normal business hours. Conversely, the operation of such premises and associated actions of patrons also has the potential to adversely impact upon the amenity of nearby residential or other sensitive land uses.

This section of the DCP aims to assist in the management of impacts from the operation of late night trading premises on the sites and neighbourhoods in which they are located and in particular, to protect the amenity of local residents. This is to be primarily achieved through restricting trading hours dependant upon a premises location and promoting ongoing good management practices.

The provisions of this Section do not set out to curb or increase potential trading hours in a blanket fashion, but to allow opportunities for late night trading hours to occur in appropriate locations and with appropriate management actions.

It is particularly important for proponents of late night trading premises to demonstrate responsible management over time. This commitment should be demonstrated both at the development application stage and throughout the history of the operation of a premises.

Late night trading hours are considered by Council to be a privilege and not a right.

#### 7.1.1 General Objectives

The objectives of this Section of the DCP are to:

- O1 identify appropriate locations and trading hours for late night trading premises;
- O2 ensure that late night trading premises will have minimal adverse impacts on the amenity of residential or other sensitive land uses;
- O3 ensure that operators of late night trading premises commit to good management practices through the implementation of robust plans of management;
- O4 encourage late night trading premises that contribute to vibrancy and vitality, as appropriate to the status of the zone within which it is located;
- O5 encourage a broad mix of night time uses with broad community appeal that reflect the diverse entertainment and recreational needs of people who work, live and visit North Sydney;
- O6 encourage a diversity of night-time activity in defined areas;
- O7 prevent the proliferation of poorly managed late night trading premises;
- O8 ensure that new late night trading premises do not reduce the diversity of retail services in an area;
- O9 ensure that development applications are accompanied by sufficient information so that proposals for night trading premises can be fully and appropriately assessed;
- O10 ensure that appropriate hours are permitted for outdoor trading; and
- O11 ensure a consistent approach to the assessment of applications for premises seeking night trading hours.

#### 7.1.2 When does this section of the DCP apply?

This Section of the DCP applies to all development applications for non-residential uses seeking to operation wholly or in part for trading hours between 8pm and 7am that involve:

- (a) a change of use of a premises;



**Draft Amendment - North Sydney Development Control Plan 2013**

**Late Night Trading Hours**

- (b) new or extended trading hours to existing premises;
- (c) refurbishment, additions or extensions that will result in an intensification of an existing use; or
- (d) formalisation of trading hours following a trial period as prescribed in this Section of the DCP; or outdoor trading beyond 8pm.

For the purposes of (c) above, an intensification of use means any increase in the capacity of the premises to accommodate additional patrons, determined by:

- (a) an increase in the amount of licensed floor area (via a liquor licence);
- (b) an increase in the amount of floor space accessible to the public (excluding toilets, lifts, stairways, ramps, escalators, corridors, hallways, lobbies and the like);
- (c) an increase in patron capacity; or
- (d) an increase in the amount of footpath seating areas.

The application of this Section of the DCP is not retrospective nor does it derogate from existing consents.

This section of the DCP does not apply to development for new or alterations and additions to an existing brothel, home occupation (sex services), restricted premise, or sex service premise:

### 7.1.3 Relationships to other sections

Where relevant, this section of the DCP should be read in conjunction with the following Sections of the DCP:

- (a) Part A: Section 3 – Submitting an Application;
- (b) Part B: Section 2 – Commercial and Mixed Use Development;
- (c) Part B: Section 3 – Non-residential Development in Residential Zones; and
- (d) Part B: Section 8 – Outdoor Dining and Goods Display on the Footpath.

## 7.2 MATTERS FOR CONSIDERATION

### Objectives

- O1 To ensure that relevant matters are considered when determining what operating hours are considered to be acceptable.

### Provisions

- P1 Appropriate trading hours will be determined by taking into account a number of primary issues which include (but are not limited to):
- (a) the location and context of the premises, including proximity to residential and other sensitive land uses and other late trading premises;
  - (b) the specific nature of the premises (e.g. pub, nightclub, restaurant etc) and the proposed hours of operation;
  - (c) the existing hours of operation of surrounding businesses;
  - (d) the size and patron capacity of the premises;
  - (e) the availability of amenities provided to premises;
  - (f) the impact of the premises on the mix, diversity and possible concentration, of late night uses in the locality;
  - (g) the likely operation of the proposal during day time hours;

**North Sydney Development Control Plan 2013 – Draft Amendment****Late Night Trading Hours**

- (h) submission of a Plan of Management that demonstrates a strong commitment to good management of the operation of the business, particularly in relation to managing potential impacts on adjoining and surrounding land uses and premises, as well as the public domain;
  - (i) the diversity of retail services within an area and the impact of a late night proposal on this diversity;
  - (j) measures to be used for ensuring adequate safety, security and crime prevention both on the site of the premises and in the public domain immediately adjacent to, and generally surrounding, the premises;
  - (k) the accessibility and frequency of public transport during late night trading hours.
- P2 Consideration of all of these factors provides the basis for a consistent approach to the determination of appropriate trading hours and creates greater certainty both for the community and proponents of late night trading premises.
- P3 Once these factors are taken into consideration late night trading hours may be permitted in appropriate circumstances, particularly in areas of North Sydney that already exhibit or have an emerging vibrant night-time character, as opposed to parts of the LGA that are predominantly residential in character where amenity impacts can be the greatest and most difficult to manage.

**7.3 TRADING HOURS****7.3.1 Trading Hours**

Maximum allowable trading hours have been established that are considered to represent the desired late night trading character for each zone. A development application for late night trading will only be granted the maximum trading hours where an application can demonstrate the use of the premises during these hours will satisfy all provisions within this DCP Section and result in acceptable impacts upon the surrounding locality.

Many of these late night trading areas directly adjoin residential zones. The impacts of late night premises within these interface areas must be carefully considered. In addition, many late night premises are located within mixed use buildings where residences are located directly above. Where these impacts cannot be reasonably addressed, these sites may be granted trading hours less than the maximum hours set out within the table.

Council will consider the extension of trading hours within the North Sydney CBD up to 24 hour trading but only where the uses are suitable for the locality. These uses will be subject to on-going trial periods with the maximum 5 year trial period permitted. This will enable monitoring of premises within the CBD to ensure these uses do not detract from the character of the area.

**Objectives**

- O1 To ensure that trading hours are consistent with the desired character of each zone.
- O2 To minimise adverse amenity impacts on nearby residents.
- O3 To encourage a vibrant late night economy within North Sydney.
- O4 To ensure a reasonable balance is achieved between late night uses and residential amenity.
- O5 To ensure that residential zones located within the interface to late night trading areas are reasonably protected.
- O6 To minimise amenity impacts resulting from parking and traffic caused by late night uses.

**Part****B****Page****B7-3**



**Draft Amendment - North Sydney Development Control Plan 2013**

**Late Night Trading Hours**

**Provisions**

P1 The **maximum** trading hours that will be granted for a premises within each zone are outlined within Table B-7.1 below. These hours will be granted only where an application satisfies the matters for consideration in Section 7.2 and all other relevant sections outlined within this Section of the DCP.

TABLE B-7.1 Maximum Trading Hours			
Zone	Trading Hours		
	Indoor	Outdoor	
<b>B3 Commercial Core</b>  *Refer to P2 & P3	6am to Midnight	7am to 11pm	
<b>B4 Mixed Use</b>	7am to 11pm (Mon-Wed) 7am to Midnight (Thurs-Sat) 7am to 10pm (Sun)	7am to 10pm	
<b>B1 Neighbourhood Centre</b>	<a href="#">Properties in Kirribilli Village that are detailed in Figure 1 below (including 2-28 Ennis Road)</a>	<a href="#">7am to 11pm (Mon-Wed)</a> <a href="#">7am to Midnight (Thurs-Sat)</a> <a href="#">7am to 10pm (Sun)</a>	<a href="#">7am to 10pm</a>
	1) Properties within <a href="#">Kirribilli Village (other than those detailed in Figure 1. a frontage to Broughton St, 2-28 Ennis Rd, Milsons Point)</a>	7am to 10pm (Sun-Wed) 7am - 11pm (Thurs - Sat)	7am to 9pm
	2) Properties with a frontage to Miller St, Cammeray		
	3) Blues Point Road, McMahons Point		
All other locations	7am to 10pm	8am to 8pm	
<b>All other zones</b>	7am to 10pm	8am to 8pm	

**Note:** 1. All service of food, alcohol or relevant services shall cease immediately at the time specified above with all patrons being required to leave within 30 minutes of the closing time.

2. Outdoor furniture shall be set up and removed within 30 minutes of approved outdoor seating trading hours.

**B Part**

**B7-4 Page**

North Sydney Development Control Plan 2013 – **Draft Amendment****Late Night Trading Hours**

*Figure 1: Areas within Kirribilli Village where small bars are permitted*

For clarity purposes, Figure 1 includes 11-33 Broughton Street, Kirribilli; 32 Burton Street, Kirribilli and Bays 2-44 Ennis Road, Milsons Point.

**B3 Commercial Zone – North Sydney Centre**

- P2 In addition to the hours stipulated in Table B-7.1, where an application satisfies the matters for consideration in Section 7.2 and all other relevant provisions of the DCP, an extension of trading hours up to 24 hour trading will be considered for premises located within the B3 Commercial Core zone in the North Sydney Centre only.
- P3 Any extension beyond 12 midnight would be subject to an on-going trial period with the maximum trial period granted of up to 5 years.

**Existing Premises**

- P4 Existing premises which have approval to trade outside maximum trading hours may apply for these existing hours in new and refurbished areas within the premises and these will be considered provided it can be demonstrated that:
- The existing premises' operation has an acceptable impact upon the surrounding locality; and
  - The impacts of the proposed trading hours are satisfactory having regard to the matters for consideration outlined in Section 7.2 and all other relevant DCP provisions.

**Luna Park**

- P5 No extension to existing approved trading hours for Luna Park will be granted.



### Extended Trading Hours – Non-licensed premises

P6 In addition to the hours stipulated in Table B-7-1, where an application satisfies the matters for consideration in Section 7.2 and all other relevant provisions of the DCP, extended trading hours may be considered for non-licensed premises such as shops, service stations, health service facilities, recreational facilities, information and education facilities and the like. Any extension beyond the trading hours set out within the DCP may be subject to a trial period.

### 7.3.2 Trial Periods

#### Objectives

O1 To enable Council to monitor and assess the management performance of a premises and its impact on neighbourhood amenity.

#### Provisions

P1 Prior to granting consent for the maximum or extended trading hours, Council may impose a one year trial period for a premises that, in the opinion of Council, may have the potential to generate adverse impacts on the amenity of the surrounding area.

P2 A Section ~~4.55~~<sup>96</sup> application must be lodged prior to the expiration of a trial period should the applicant seek to apply to formalise these hours. In most instances, a condition of consent will clarify that the extended trading hours will stand in place until such time as the modification application is determined.

P3 Following the trial period, the trial hours will be granted on a permanent basis only if Council is satisfied that the premises has demonstrated good management performance and compliance with a Plan of Management (if applicable), other than for premises within the North Sydney CBD as set out within P4.

P4 Trial periods within the North Sydney Centre shall be on-going and a maximum trial period of up to 5 years shall be granted. A Section ~~96~~<sup>4.55</sup> application must be lodged every 5 years should the applicant seek to renew these trading hours.

### 7.3.3 Acoustic Impacts

#### Objectives

O1 To ensure the use of premises do not result in any unreasonable acoustic impacts on surrounding residential properties.

#### Provisions

P1 The premises must comply with the following relevant noise criteria:

- (a) the noise emission limits set out in Section 2.3.2 – Noise to Part B of the DCP for development located in the:
  - (i) *B1 Neighbourhood Centre* zone;
  - (ii) *B3 Commercial Core* zone; and
  - (iii) *B4 Mixed Use* zone.
- (b) the noise emission limits set out in Section 3.2.5 – Noise to Part B of the DCP for development located in all other zones.
- (c) All relevant noise criteria required by the NSW Office of Liquor, Gaming and Racing Authority (OLGR) for licensed premises.

P2 An Acoustic Report prepared by an appropriately qualified Acoustic Consultant which predicts the likely level of compliance with the criteria outlined in P1 as relevant must be submitted with a development application for any of the following late night trading premises or activities:

- (a) pubs,



North Sydney Development Control Plan 2013 – Draft Amendment**Late Night Trading Hours**

- (b) small bars,
  - (c) outdoor dining,
  - (d) smoking areas, and
  - (e) any use proposed to operate beyond the maximum trading hours.
- P3 Where relevant, an Acoustic Report should take into account any mechanical plant associated with the use of the site.
- P4 The recommendations of any Acoustic Report must form part of the Plan of Management where relevant and shall be adhered to at all times.
- P5 The applicant may be required to undertake on-going acoustic monitoring and this will be required as part of a condition of consent.

**Note:** It is at Council's discretion to request the submittal of an Acoustic Report for any development application if it considered the proposal may impact adversely on the amenity of the area.

**7.3.4 External doors, windows and openings****Objectives**

- O1 To minimise noise impacts on surrounding residential properties.
- O2 To protect adjacent residential properties located within close proximity to late night premises.

**Provisions**

- P1 Where a premises is located within close proximity of a residential property or other sensitive noise receiver and is likely to result in adverse acoustic impacts, all doors and windows on a building's elevation fronting a residential receiver, must be kept closed no later than the hours specified in the following table, other than to allow entry or egress.

TABLE B-7.2 – Doors and windows to be kept closed		
Zone	Doors and windows to be kept closed by:	
<b>B3 Commercial Core</b>	11pm	
<b>B4 Mixed Use</b>	10pm	
<b>B1 Neighbourhood Centre</b>	Properties in Kirribilli Village that are detailed in Figure 1 below (including 2-28 Ennis Road)	10pm
	1) Properties with a frontage to Broughton St, within Kirribilli Village (other than those detailed in Figure 1). 2) 2-28 Ennis Rd, Milsons Point 3) 2) Properties with a frontage to Miller St, Cammeray 4) 3) Blues Point Road, McMahons Point	9pm
	All other locations	8pm
	<b>All other zones</b>	8pm

- P2 Notwithstanding P2, doors and windows must be closed in accordance with the recommendations of any applicable Acoustic Report, where the recommendation is more restrictive than the hours specified in P2.
- P3 Where a site has two frontages, entry or exit after 10pm should occur only from the primary frontage or road and not onto a secondary road or laneway.
- P4 The applicant must demonstrate that the premises can be adequately ventilated to accommodate the closure of these doors and windows and that the premises can comply with relevant BCA provisions including egress and fire safety.

Part

B

Page

B7-7



### 7.3.5 Waste Management

#### Objectives

- O1 To ensure the appropriate siting of waste facilities to minimise noise impacts to surrounding residential properties.

#### Provisions

- P1 An area for on-site management of waste and recycling shall be nominated and its design shall be in accordance with relevant Environmental Health Guidelines.
- P2 The garbage/recycling area must be appropriately sited as far as possible from nearby residential properties.
- P3 The transfer of waste, particularly glass bottles, into an outdoor garbage/recycling area must not occur after 10pm where this would likely be audible from surrounding residential properties.

### 7.3.6 Use of Smoking Areas

#### Objectives

- O1 To ensure that the impacts of the use of areas on the site for smoking are properly considered.
- O2 To minimise the impacts of the use of smoking areas on surrounding residential amenity.

#### Provisions

- P1 Operating hours for smoking areas may equal those for indoor areas as shown in Table B-7.1 if Council is satisfied that the requirements of this section can be met.
- P2 Council must be satisfied that the operation of late night smoking areas will not result in any additional impact on the surrounding area. Where a smoking area may impact upon the amenity of surrounding residential receivers, the following will need to be confirmed with any application for late night smoking areas for licensed premises:
- (a) the purpose of the smoking area is to establish a short stop or short term 'breakout area' for smokers;
    - (i) there must be no music, entertainment or gaming machines in the area;
    - (ii) appropriate ashtrays will be installed;
    - (iii) smokers will be discouraged from remaining in the area longer than necessary than to have a cigarette.
    - (iv) The Plan of Management must nominate the maximum capacity for this area at any one time.
  - (b) Other than those required by emergency systems, PA or audio systems are not to be installed in outdoor smoking areas.
  - (c) Where necessary, the outdoor smoking area must incorporate the added feature of an air lock to minimise the potential for noise spill from the interior of the premises. Doors to air locks are to be fitted with appropriate door closing hardware to ensure that they are not 'held open' which could negate the acoustic benefits.
  - (d) The smoker's area is not to be used as an additional place for drinking and dining. No tables, chairs or service are to be provided. Service to patrons is to be restricted to internal areas. Staff should not serve patrons in the smoking area in the aim of discouraging patrons from remaining in the smoking area and encourage them to return to the primary facilities inside the premises.
  - (e) If a smoking area also doubles as an outdoor dining/drinking area, then any associated tables, chairs and the service of food, drinks and the like can be

**North Sydney Development Control Plan 2013 – Draft Amendment****Late Night Trading Hours**

provided for the period of the approved outdoor trading hours only. Once the maximum approved outdoor trading hours have been reached, patrons cannot be given access to the chairs, tables, or the service of food and drink in these locations. The service of patrons is to be restricted to internal areas of the premises only. Staff should not serve patrons in the smoking area in the aim of discouraging patrons from remaining in the smoking area and encourage them to return to the primary facilities inside the premises.

- (f) In instances where there is uncertainty over the appropriateness of the smokers' area, consent for its use as a smokers area will only be granted for a limited time (e.g. 12 months). After 12 months from the release of an Occupation Certificate, an applicant may seek the removal of the restrictive condition, via the lodgement of a Section 96 application. Any such application must be accompanied by an Acoustic Report providing details of acoustic testing carried out and the results of such tests demonstrating compliance with all relevant Acoustic Criteria in Section 7.3.3.

## **7.4 PREMISES MANAGEMENT CHECKLISTS AND PLANS OF MANAGEMENT**

All development applications for late night trading premises must be accompanied by a **Premises Management Checklist** as a minimum. This will provide Council with relevant information required to assess any late night trading Development Application.

Development Applications which have the potential to impact adversely on residential amenity and neighbourhood safety such as pubs and small bars are required to prepare a **Plan of Management** that includes verifiable data and actions. Plans of Management are to include information about the operational and contextual aspects of a premises (e.g. locality description, security numbers, noise emission, trading hours etc.) as well as details about what actions will be taken to ensure that premises will be responsibly managed (e.g. crowd control procedures, noise minimisation, waste management etc).

This ensures that proponents of late night trading premises have considered and addressed any potential impacts that may arise from the premise's operation during late night hours, as well as enabling the Council to effectively assess the impacts of a proposal. It is the responsibility of the licensee to facilitate a well run and managed premises and display sensitivity about the impact of the premises on the liveability of neighbourhoods.

### **Objectives**

- O1 To ensure that potential impacts from the operation of the premises are considered and addressed during the assessment of an application; and
- O2 To enable Council to review Plans of Management to ensure that management practices are being appropriately applied to late night trading premises.

### **Provisions**

#### **Premises Management Checklist**

- P1 A Premises Management Checklist addressing all criteria set out in Section 7.4.1 of this Section of the DCP, must be submitted for any for development application proposing to operate between 8pm and 7am unless a Plan of Management is required.

#### **Plan of Management**

- P2 A Plan of Management addressing all criteria set out in Section 7.4.2 of this Section of the DCP, must be submitted with a development application for any of the following late night trading premises proposing to operate between 8pm and 7am:
- (a) pub,
  - (b) small bar,
  - (c) any use proposed to operate beyond the maximum trading hours;



## **Draft Amendment - North Sydney Development Control Plan 2013**

### **Late Night Trading Hours**

P3 Plans of Management must be reviewed following any trial period and make revisions necessary to maintain a level of amenity and safety in the vicinity of the premises which is at an acceptable community standard.

P4 The Plan of Management shall form part of any development consent granted by Council.

**Notes:** *It is at Council's discretion to request further information regarding the management of any late night premises if it is considered that the proposal may impact adversely on the amenity of the area.*

*This additional information may be either in the form of a formal Plan of Management, or (where requested by Council) a letter that addresses a specific matter (or matters) of concern particular to the proposal (e.g. security provision, noise, waste management, staffing etc.)*

#### **7.4.1 Premises Management Checklists**

Where relevant, at a minimum, management checklists must:

- (a) Describe measures that will be taken to minimise internal and external noise impacts on adjoining properties and how such measures will be implemented;
- (b) Outline the procedures for minimising and managing waste that is generated on site and how and when waste will be collected (e.g. disposal of bottles, waste removal etc.);
- (c) Provide details of the type and number of staff that will be employed on the premises at any one time;
- (d) Describe any arrangements that have been made for on-site security (if relevant). This is to include specific information on the number of licensed security staff, including details of any electronic surveillance systems within the premises;
- (e) Describe any steps that will be taken to manage patron behaviour when leaving the premises late at night;
- (f) Describe any methods for controlling and managing crowds within and outside the premises;
- (g) Describe measures will be taken to manage large groups of people during peak trading periods;
- (h) Provide a copy of a house policy that describes the measures to minimise harm associated with alcohol consumption to ensure the responsible service of alcohol;
- (i) State the maximum capacity of the premises and the maximum number of patrons that will be standing and/or sitting at any one time;
- (j) State the operating and/or trading hours of the premises;
- (k) Describe any measures to increase patron awareness of public transport availability in the locality;
- (l) Describe when and how the site will be cleaned and generally serviced; and

#### **7.4.2 Plans of Management Criteria**

Plans of Management should include the following information where relevant:

##### **Site and Locality Details**

- (a) A description of the primary use of the premises as well as any secondary/ancillary uses (e.g. retail liquor sales, entertainment, outside trading areas, gaming areas etc). This may be in the form of a floor and/or site plan that indicates the use of all areas within the building or site;
- (b) Identification of any 'active areas' adjacent to the boundaries of the site used in association with the use of premises (e.g. Outdoor seating, footway dining, patron queuing areas, parking etc);

**B Part**

**B7-10 Page**

**North Sydney Development Control Plan 2013 – Draft Amendment****Late Night Trading Hours**

- (c) A floor plan that indicates the proximity of external doors, windows and other openings to residential and other sensitive land uses;
- (d) Details of the maximum capacity of the premises and the maximum number of patrons that will be standing and/or sitting at any one time;
- (e) The location of waste storage areas;
- (f) Location of air conditioning, exhaust fan systems and security alarms;
- (g) A site context plan that provides empirical details of on-site and off-site car parking within 100 metres radius of the site, including a description of the availability of public transport in the locality during the proposed trading hours. This should also include routes to taxi ranks or possible taxi pick-up and drop-off areas.
- (h) Identification of the most commonly used pedestrian routes to and from the premises, and

**Operational Details****(a) Organisational Overview**

An overview of the organisation in the form of a brief statement that provides details about the company/licensee/proprietor that includes information regarding:

- (i) the number and type of staff (including security);
- (ii) other similar premises within the company's portfolio (if relevant);
- (iii) any Liquor Licenses for the premises;
- (iv) a description of any actions that the proprietor/licensee has taken to co-operate with NSW Police, the local community and incorporated resident groups regarding the management of the premises;
- (v) membership of a Licensing Accord within the North Sydney LGA;
- (vi) actions taken to liaise with the local community about premises management and activities (e.g. meetings, letter drops).

**(b) Hours of Operation**

- (i) A schedule of the proposed operating hours for each day of the week for all areas of the premises (e.g. courtyards, rooftop, balcony, footway, gaming room etc.) showing the range of hours proposed for each day in the format above.

**(c) Noise**

- (i) The identification of all likely noise and vibration sources associated with the operation of the premises. This may include such sources as:
  - entertainment, including amplified music from a band or disc jockey;
  - external (outside) areas such as courtyards, rooftops, balconies etc;
  - patrons leaving and entering the premises;
  - the operation of mechanical plant and equipment; and
  - waste disposal, sorting and collection of bottles etc.
- (ii) A description of the existing acoustic environment during hours proposed beyond midnight (e.g. from vehicular traffic, noise from surrounding premises, pedestrian noise etc.);
- (iii) The identification of all noise sensitive areas of different occupancy in close proximity to the proposed use (e.g. residential dwellings; boarding houses, backpacker accommodation, hostels etc.).

**(d) Safety and Security**

- (i) A description of any arrangements that will be made for the provision of security staff. This is to include (but is not limited to) the following:

**Part****B****Page****B7-11**



**Draft Amendment - North Sydney Development Control Plan 2013**

**Late Night Trading Hours**

- any recommendations from Local Licensing Police regarding appropriate security provision and a statement outlining the extent of compliance with police recommendations;
  - the number of security personnel that will be patrolling inside and outside the premises including the frequency of security patrols;
  - identification of the physical extent of any patrolled areas outside the premises;
  - hours that security personnel will be on duty (including the period after closing time); and
  - staff security training, weapons detection, and other security response methods.
- (ii) Details of CCTV surveillance camera installation that identifies both indoor and outdoor areas monitored by cameras and camera technical specifications (e.g. recording capacity, frames per second etc.)
- (iii) Details of signage that is to be erected providing advice to patrons to maintain quiet and order when leaving and entering the premises;
- (iv) Written confirmation that the NSW Police Service raises no objection to trading hours beyond midnight (if trading hours beyond midnight are sought) and there is no record of significant crimes generated by the premises or records showing an increase in crime associated with the premises; and
- (v) Details of any complaints associated with the operation of the premises must be recorded in a Complaints Register which includes:
- Complaint date and time;
  - Name, contact and address details of person(s) making the complaint;
  - Nature of complaint;
  - Name of staff on duty; and
  - Action taken by premises to resolve the complaint.

**Management Measures**

(a) **General Amenity**

- (i) Details of all measures that will be taken to ensure that amenity impacts that may result from the operation of the premises are minimised. This should identify (where relevant) any measures taken to ensure that the operation of the premises will not materially affect the amenity of the neighbourhood by reason of noise, vibration, smell, fumes, vapour, steam, soot, ash, dust, waste water, waste products, grit, oil or otherwise;
- (ii) Details of all actions that will be taken to respond to complaints made about the operation of the premises (e.g. consultations with residents, discussions with Council Officers, liaison with Police, public access to Plans of Management, review of existing Plan of Management etc.);
- (iii) A waste management plan that outlines the procedures for minimising and managing waste that is generated by the premises. This should address such matters as disposal of bottles, how and when waste will be removed, details of waste management facilities, waste collection and storage areas etc.;
- (iv) Details of when (frequency) and how the premises will be cleaned and serviced;
- (v) If the premises has gaming machines, details of where gaming areas will be located in order to not be viewable from the street (e.g. away from the street frontage, not at ground level if multiple floors, appropriate screening); and how these areas will be patrolled;

**North Sydney Development Control Plan 2013 – Draft Amendment**



**Late Night Trading Hours**

- (vi) A statement that addresses how the premises/use will impact/ contribute on the mix of uses in the area/locality during both day and night trading hours;
- (vii) Details of methods that will increase patron awareness of public transport availability (e.g. signage, availability of timetables) as well as a description of any other measures that will assist patrons in using public transport (e.g. provision of a shuttle service, taxi assistance etc.); and
- (viii) Details of methods that will increase patron awareness of responsible disposal of cigarette butts;
- (ix) Any other measures that will be undertaken to ensure that amenity impacts that may arise from the operation of the premises are addressed.
- (b) **Noise**
- (i) Details of all on-site and off-site noise and vibration attenuation measures;
- (ii) A statement outlining the premises' compliance with all relevant noise and vibration standards, guidelines and legislation (e.g. Australian Standards, [Protection of the Environment Operations Act 1997](#), EPA Industrial Noise Guidelines, etc.);
- (iii) Details of all actions that will be taken to ensure that the operation of the premises will not give rise to any "offensive noise" as defined under the [Protection of the Environment Operations Act 1997](#);
- (iv) Details of how management will address complaints relating to noise, and any noise control strategies that will be implemented to minimise the potential for complaints (e.g. liaison with neighbours and local police, maintaining a complaint register etc);
- (v) Details of any measures that will be taken to minimise noise from outdoor areas such as rooftops, courtyards, balconies etc; and
- (vi) Details of any noise limiting devices to be installed.
- (c) **Security and Safety**
- (i) Measures that will be taken by security personnel to ensure that the behaviour of staff and patrons when entering and leaving the premises will minimise disturbance to the neighbourhood;
- (ii) Any provisions that will be made to increase security in times where higher than average patronage is expected (e.g. During live entertainment, peak periods on weekends, New Years Eve, following large sporting events in the locality, during special events and functions etc.);
- (iii) Liaison that will be undertaken with other licensees or operators of late trading premises in the locality/area to improve security at night;
- (iv) Details of measures that will be implemented to ensure that neighbourhood amenity and safety is protected. At a minimum this should include:
- emergency procedures;
  - crowd control;
  - search procedures;
  - maintenance of an incident register;
  - monitoring of patron behaviour;
  - monitoring of numbers of patrons within the premises;
  - recording of complaints and reporting of incidents to Police;
  - where relevant, membership of the proprietor/licensee to a Licensing Accord (please refer to the Office of Gaming Liquor & Racing's website for

**Part**

**B**

**Page**

**B7-13**



**Draft Amendment - North Sydney Development Control Plan 2013**

***Late Night Trading Hours***

- details of Licensing Accords operating within the North Sydney LGA) and a demonstrated commitment to the strategies and principles of the Accord;
- dress codes;
  - staff security training;
  - distinctive security attire;
  - availability of cloak rooms;
  - internal and external security patrols;
  - the location, design and type of footpath and external lighting that will be installed;
  - measures to prevent glass drinking receptacles being carried from the premises by patrons;
  - measures to ensure safe capacities (e.g. electronic counting of patrons, occupancy limits, signage); and
  - provision of pre-booking services for taxis; and
  - availability of courtesy bus services.
- (v) If queuing outside the premises is to occur, a description of any measures that will be taken to ensure that queuing is controlled in a manner that will not adversely impact the amenity of the neighbourhood and that the footpath will not be unreasonably impeded. This description may address such matters as:
- the use of temporary ropes and bollards;
  - maximum queue numbers;
  - actions taken to minimise loitering; and
  - actions ensuring the fast and efficient movement of a queue.
- (vi) Methods employed to implement harm minimisation and the responsible service of alcohol (RSA) requirements of the Casino, Liquor and Gaming Authority such as:
- employee training and awareness regarding RSA and harm minimisation;
  - approaches that will be used to manage intoxicated and/or disorderly persons;
  - promotion of non-alcoholic beverages;
  - display of the premises' house policy;
  - assisting patrons in accessing safe transportation from the premises (e.g. arranging taxis, public transport timetable information);
  - encouraging responsible drinking; and
  - actions taken to discourage drug use and to manage drug related incidents.

**B** | **Part**

**B7-14** | **Page**



**North Sydney Development Control Plan 2013 – Draft Amendment**

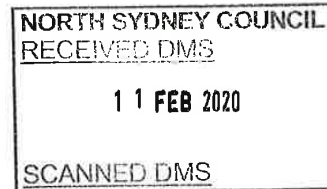
***Late Night Trading Hours***



[THIS PAGE IS INTENTIONALLY BLANK]



Planning,  
Industry &  
Environment



PP\_2020\_NORTH\_001\_00/IRF20/292

Mr Ken Gouldthorp  
General Manager  
North Sydney Council  
PO Box 12  
NORTH SYDNEY NSW 2059

Dear Mr Gouldthorp

**Planning proposal [PP\_2020\_NORTH\_001\_00] to amend North Sydney Local Environmental Plan 2013**

I am writing in response to Council's request for a Gateway determination under section 3.34(1) of the *Environmental Planning and Assessment Act 1979* (the Act) in respect of the planning proposal to enable small bars as an additional permitted use at identified sites in the Kirribilli Village Centre.

As delegate of the Minister for Planning and Public Spaces, I have now determined that the planning proposal should proceed subject to the conditions in the enclosed Gateway determination.

It is noted that Council has requested to be authorised as the local plan-making authority. I have considered the nature of Council's planning proposal and have conditioned the Gateway for Council to be authorised as the local plan-making authority.

The amending local environmental plan (LEP) is to be finalised within 12 months of the date of the Gateway determination. Council should aim to commence the exhibition of the planning proposal as soon as possible. Council's request to draft and finalise the LEP should be made directly to Parliamentary Counsel's Office six weeks prior to the projected publication date. A copy of the request should be forwarded to the Department of Planning, Industry and Environment.

The state government is committed to reducing the time taken to complete LEPs by tailoring the steps in the process to the complexity of the proposal, and by providing clear and publicly available justification for each plan at an early stage. In order to meet these commitments, the Minister may take action under section 3.32(2)(d) of the Act if the time frames outlined in this determination are not met.

Should you have any enquiries about this matter, I have arranged for Mr Bailey Williams to assist you. Mr Williams can be contacted on 8275 1306.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Luke Downend', written in a cursive style.

**Luke Downend**  
**Acting Director, North District**  
**Place, Design and Public Spaces**

Encl: Gateway determination  
Authorised plan-making reporting template



## Gateway Determination

**Planning proposal (Department Ref: PP\_2020\_NORTH\_01\_00):** to enable small bars as an additional permitted use at identified sites in the Kirribilli Village Centre.

I, the Acting Director, North District, at the Department of Planning, Industry and Environment, as delegate of the Minister for Planning and Public Spaces, have determined under section 3.34(2) of the *Environmental Planning and Assessment Act 1979* (the Act) that an amendment to the North Sydney Local Environmental Plan (LEP) 2013 to enable small bars as an additional permitted use at identified sites in the Kirribilli Village Centre should proceed subject to the following conditions:

1. Prior to public exhibition the planning proposal is to be updated to:
  - (a) demonstrate consistency with the Draft North Sydney Local Strategic Planning Statement (LSPS). This must include removing references to actions from the Draft LSPS that are not applicable to land subject to the planning proposal;
  - (b) ensure that directions from the North Sydney Community Strategic Plan (CSP) that are referenced in the planning proposal are consistent with directions contained in the CSP;
  - (c) ensure that the project timeline is accurate and updated to reflect the anticipated twelve month timeframe for completion; and
  - (d) ensure that the draft amendment to clause 14 of schedule 1 in the explanation of provisions does not include conflicting or duplicated property descriptions.
  
2. Public exhibition is required under section 3.34(2)(c) and schedule 1 clause 4 of the Act as follows:
  - (a) the planning proposal must be made publicly available for a minimum of **28 days**;
  - (b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 6.5.2 of *A guide to preparing local environmental plans* (Department of Planning and Environment, 2018); and
  - (c) Council is to write to all affected landowners providing notice of the proposal and public exhibition.
  
3. Consultation is required with the NSW Police Force (North Sydney Police Area Command) under section 3.34(2)(d) of the Act. NSW Police Force are to be provided with a copy of the planning proposal and any relevant supporting material, and given at least 21 days to comment on the proposal.

4. A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).
5. The planning proposal authority is authorised as the local plan-making authority to exercise the functions under section 3.36(2) of the Act subject to the following:
  - (a) the planning proposal authority has satisfied all the conditions of the Gateway determination;
  - (b) the planning proposal is consistent with section 9.1 Directions or the Secretary has agreed that any inconsistencies are justified; and
  - (c) there are no outstanding written objections from public authorities.
6. The time frame for completing the LEP is to be **12 months** following the date of the Gateway determination.

Dated                      07 day of February                      2020.



**Luke Downend**  
**Acting Director, North District**  
**Place, Design and Public Spaces**  
**Department of Planning, Industry and**  
**Environment**

**Delegate of the Minister for Planning**  
**and Public Spaces**

## **9.7. Response to Mayoral Minute - Roundabout at Grasmere Road and Young Street, Cremorne**

**AUTHOR:** Lindsay Menday, Sustainable Transport Project Co-ordinator

**ENDORSED BY:** Duncan Mitchell, Director Engineering Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report provides a response to matters resolved under MM02 “Bring Back the Roundabout” at the 24 February 2020 Council meeting.

### **EXECUTIVE SUMMARY:**

The intersection between Young Street and Grasmere Road, Cremorne was reconfigured in 2017 as part of the ‘Route 2 Cycleway and Streetscape Upgrade’ project. Following the reconfiguration, Council received community feedback raising concerns about the operation of the intersection. In response to this matter, Council resolved at its meeting of 24 February 2020 (Item MM02, Min. No. 6 “Bring Back the Roundabout”):

- 1. THAT Council staff prepare a report to identify the costs associated with reinstating the roundabout with a flat top like the one on Alexander Street and identify a funding source.*
- 2. THAT consideration be given to improving pedestrian access in the new design.*

This report provides a cost estimate for the construction of a roundabout, however, preliminary design investigations have identified that it is highly unlikely that a roundabout which meets required standards (specifically regarding pedestrian refuges/splitter islands) can be constructed at the site. TfNSW have provided feedback they “cannot endorse a roundabout without splitter islands at this intersection”.

TfNSW have indicated preliminary support for the construction of a raised pedestrian crossing on the eastern leg of the intersection. This would likely improve pedestrian access and safety and reduce vehicle speeds in the street. Accordingly, this report recommends that Council prepare designs for a raised pedestrian crossing and construct the crossing subject to concurrence from the North Sydney Traffic Committee and funding availability.

If the pedestrian crossing is installed in accordance with current design standards there will be a net loss of two (2) carparking spaces.

## **FINANCIAL IMPLICATIONS:**

The cost for the construction of a roundabout and associated works at the intersection is estimated at \$217,400. This estimate includes design costs for the project estimated to be between \$20,000 to \$25,000 and a 10% construction contingency which is the standard contingency rate for all Council's capital works projects.

The estimated cost to construct a raised pedestrian crossing on the eastern leg of the intersection (as opposed to a full reconstruction of the roundabout) is estimated at \$74,500. This estimate includes design costs for the project estimated to be between \$8,000 to \$10,000 and a 10% construction contingency.

The approximate value of the works completed at the intersection to over the period since December 2017 is \$165,000 (including design costs). Most of this work was 100% funded by the NSW State Government under the Active Transport grants program, with only the installation of speed cushions – approximately \$10,000 – being funded by via contribution by Council.

Should Council resolve to proceed with the project it is recommended that funds be sourced from the Traffic Facilities Budget 2020/2021 as there are insufficient available in the 2019/2020 Traffic Facilities Budget to cover these works.

## **RECOMMENDATION:**

**1. THAT** Council prepare designs for a raised pedestrian crossing on the eastern leg of the intersection between Grasmere Road and Young Street, Cremorne, and proceed with construction of the project subject to Traffic Committee concurrence in the 2020/2021 Financial Year.

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

- 2. Our Built Infrastructure
- 2.3 Sustainable transport is encouraged
- 2.4 Improved traffic and parking management

## BACKGROUND

New pedestrian, bike and traffic facilities were constructed along sections of Young Street and Grasmere Road in 2017. The works included reconstruction of the intersection between Young Street and Grasmere Road. This revised intersection design sought to:

- address the non-compliance of the roundabout which did not meet current Austroads and TfNSW design standards/requirements
- reduce pedestrian crossing distances
- facilitate transition between on-road bike facilities and a separated bike path on Young Street
- ensure space for bus movements consistent with current bus requirements (the former intersection layout did not provide this and was non-compliant in terms of meeting the current Austroads Standards for bus/heavy vehicle access)
- provide additional landscaping and streetscape beautification.

Following the completion of the works, Council received feedback from the community raising concerns about the safety and operation of the intersection. The primary issues raised were:

- Driver confusion over which street has priority
- Increased speed along Grasmere Road
- Lack of visibility to/from pedestrian crossing points
- Lack of visibility of bicycle lane users where drivers need to cross the cycle path
- Poor driver compliance with stop signs
- Concerns over cycle safety where the new path re-joins the road and crosses Young Street.

While increased speed was raised in community submissions, speed counts conducted before and after the reconfiguration indicate that the 85<sup>th</sup> percentile speed reduced following the implementation of the new intersection layout. While further speed counts have not been conducted for this report (at the time of writing travel patterns are abnormal due to the influence of ‘social distancing’ requirements), it is likely that speeds have further reduced since the installation of speed cushions on all approaches and departures to the intersection.

In response to the matters raised at the meeting, Council, at its meeting of 28 May 2018 (Item NoM02. Min. No. 114) resolved that:

1. *THAT Council review the safety issues relating to Young Street and Grasmere Road and Sutherland Street as a matter of urgency.*



2. *THAT Council staff, in consultation with the Tunks Ward Councillors and community representatives including the local Precincts Committees, determine appropriate action to reduce these safety issues.*
3. *THAT all Councillors be kept informed.*

A report to Council prepared in response to this resolution was considered at the Council meeting of 24 April 2019 (Item EPS03, Min. No. 117) where it was resolved:

1. *THAT, subject to concurrence from the North Sydney Traffic Committee, Council proceed with the installation of six speed cushions as shown on the attached consultation survey letter for the intersection between Grasmere Road and Young Street, Cremorne.*
2. *THAT, subject to concurrence from the North Sydney Traffic Committee, Council proceed with the removal of one parking space on Young Street, to the southeast of the intersection between Grasmere Road and Young Street, Cremorne.*
3. *THAT subject to concurrence from the North Sydney Traffic Committee, Council change the Stop priority of the intersection between Grasmere Road and Young Street, Cremorne (giving Young Street priority), including any required changes to linemarking.*

Speed cushions have subsequently been installed as resolved, and a technical investigation regarding a change of priority at the intersection is complete. The removal of the parking space could be implemented should the resolution to change priority proceed, which is further discussed in the detail section of this report, as it is impacted or superseded by a later Council resolution discussed below.

This matter was further considered in Mayor Minute (Item MM02, Min No. 6) at the Council meeting of 24 February 2020 where it was resolved:

1. *THAT Council staff prepare a report to identify the costs associated with reinstating the roundabout with a flat top like the one on Alexander Street and identify a funding source.*
2. *THAT consideration be given to improving pedestrian access in the new design.*

This report provides a response in relation to the resolution made at the 24 February 2020 Council meeting.

Table 1 below provides a summary of actions taken in response to the previous Council resolutions on the matter.

**Table 1. Summary of actions undertaken in review of Young Street and Grasmere Road intersection.**

<b>Date</b>	<b>Action</b>
June 2018	<ul style="list-style-type: none"> <li>• Collation of feedback received in community submissions</li> <li>• Consultation with members of the community who had provided feedback on the matter.</li> </ul>
June 2018	<ul style="list-style-type: none"> <li>• Site observations conducted at the site during am and pm peak and at other times (for example when there were high</li> </ul>

Date	Action
	numbers of people accessing the nearby park).
July 2018	<ul style="list-style-type: none"> <li>• Feasibility assessment of potential design changes suggested in community feedback, and development on concepts for these options.</li> </ul>
August 2018	<ul style="list-style-type: none"> <li>• Consultation with Traffic Committee Members regarding concept options considered in feasibility assessment.</li> <li>• Further consultation with local residents who indicated that they did not support the concept options developed.</li> </ul>
September 2018 – mid 2019	<ul style="list-style-type: none"> <li>• Independent Road Safety Auditor engaged to undertake a review of the current conditions and identify measures to address any road safety issues.</li> <li>• The recommended actions identified in the audit have been implemented including the installation of new signage and speed cushions.</li> </ul>

## CONSULTATION REQUIREMENTS

Community engagement will be undertaken in accordance with Council’s Community Engagement Protocol.

## DETAIL

In accordance with the Council resolution of 24 February 2020, this report provides a cost estimate for the installation of a new roundabout at the intersection between Grasmere Road and Young Street, Cremorne. Notwithstanding, TfNSW have indicated to Council that they are unlikely to support a roundabout at the intersection (due to site constraints/inconsistencies with standards - further discussed below).

This report also provides details of an opportunity to improve pedestrian access and safety at the intersection by constructing a new raised pedestrian crossing over Grasmere Road on the eastern leg on the intersection. This has been given in-principle support by TfNSW.

## Roundabout Cost Estimate

Table 2 below provides a cost estimate for the construction of a new roundabout (that includes improved pedestrian facilities) at the intersection between Grasmere Road and Young Street, Cremorne. Estimated costs have been itemised against each of the major construction components. The estimate is based on costs from recent similar projects in North Sydney LGA.

**Table 2. Cost estimate for the construction of a new roundabout at the intersection between Grasmere Road and Young Street**

Component of Project	Estimated Cost	Notes
Survey of site	\$3,000	
Design	\$25,000	Cost to prepare concept design and construction documentation
Demolition	\$20,000	Will include demolition of road asphalt to allow for adjustment to levels
New kerbs, gutter and footpaths	\$23,000	
New (flat) roundabout island	\$9,000	Cost allows for the roundabout centre to be paved to improve visual amenity
New pedestrian crossings	\$30,000	Cost based on the installation of 2 x crossings
Drainage works	\$40,000	New stormwater infrastructure is required to install pedestrian crossings
Landscaping and public domain works	\$8,000	
Linemarking and signposts	\$4,000	
Traffic control	\$12,000	
Resurfacing/restoration of road	\$25,000	
Project subtotal	\$184,000	
Contingency (10%)	\$18,400	
<b>Estimated total cost range</b>	<b>\$217,400</b>	
<b>Potential additional costs</b>		
Relocation of power pole	\$60,000	It is possible that a power pole to the northwest of the intersection may need to be moved to accommodate heavy vehicle/bus movements.
Allowance for Adjustments to services (sewer, telecommunications, electricity)	\$30,000	The works would likely require adjustments to an existing sewer access point and telecommunications pit

## Design Constraints for the Provision of a Roundabout

The scope to construct a roundabout at the intersection is constrained by the intersection geometry. The width of Young Street to the north of the intersection is approximately 2.0m narrower than most streets on the local road network (12.8 metres is standard and Young Street is between 10.8 to 11 metres), and Young Street does not meet Grasmere Road at a right angle. These factors limit the space available to provide pedestrian refuges/‘splitter islands’ consistent with contemporary standards (a minimum of 2.0m wide) in the centre of travel lanes on the approaches to the roundabout while still maintaining sufficient room for buses and heavy vehicles to use the intersection. This is the case regardless of whether the central roundabout island is mountable. Figure 1 below further describes these constraints.



Figure 1 Diagram showing geometric constraints at the intersection between Grasmere Road and Young Street. The section shown in yellow indicates the where the kerb would be located if Young Street was 12.8m wide (the common width across the local road network) and the red line shows where the kerb line would be located if Young Street was 12.8m wide and met Grasmere Road at a right angle. The relative narrowness of Young Street and offset from 90 degrees impact on the type of pedestrian facilities that can be included at the intersection.

Council have sought feedback from TfNSW regarding the willingness to approve a roundabout at the site that does not incorporate pedestrian refuges/‘splitter islands’, and received the following response:

*“With respect to the proposal for a roundabout without splitter islands; splitter islands provide the following key design benefits:*

- Assist in controlling entry speed
- Provide a smooth transition for traffic onto the roundabout
- Deter right-turners from taking dangerous ‘wrong way’ short cut movements through the roundabout
- Provide shelter for pedestrians

*Additionally, as seen through the traffic counts... Young Street is a fairly heavily trafficked local road and therefore Transport cannot endorse a roundabout without splitter islands at this intersection.”*



Figure 2 Example of roundabouts with and without splitter islands (Alexander St at Holtermann Street (left) & Alexander St at Burlington St (right) Source: Nearmap

In this context, it is unlikely that Council will receive concurrence for a roundabout at the intersection from the North Sydney Traffic Committee.

TfNSW have indicated however, preliminary/in-principle support for the installation of a raised pedestrian crossing on the eastern leg of the intersection (support was not given for a similar crossing on the other legs on the intersection), providing access over Grasmere Road.

It is anticipated that the installation of a raised pedestrian crossing over Grasmere Road would have the following outcomes:

- Improved accessibility, visibility and safety for pedestrians
- Reduced vehicle speeds on Grasmere Road and therefore improved road safety outcomes for all road users
- Reduction of car parking spaces of two (2) spaces.

Accordingly, this report recommends that Council prepare designs for a raised pedestrian crossing on the eastern leg of the intersection (refer Figure 3) and construct the crossing subject to concurrence from the North Sydney Traffic Committee. If the pedestrian crossing is installed in accordance with current design standards there will be a net loss of two (2) carparking spaces.



Figure 3 Approximate location of proposed raised pedestrian crossing. Map source: Nearmap

The cost for the construction of a raised pedestrian crossing and associated drainage and streetscape works on the eastern leg of the intersection (based on recently completed projects that are similar in nature/scope) is estimated at \$74,500. This estimate includes design costs for the project estimated to be between \$8,000 to \$10,000 and a 10% construction contingency.

## SUMMARY AND RECOMMENDATIONS

This report provides a cost estimate for the construction of a roundabout at the intersection between Grasmere Road and Young Street, Cremorne, in response to the resolution of Council at its meeting of 24 February 2020. The estimated cost of design and construction of a roundabout is \$217,400.

Notwithstanding, the report identifies that TfNSW have indicated they are unlikely to endorse a roundabout at the intersection due to site constraints, and in this context, it is recommended that Council instead progress the design and implementation of a raised pedestrian crossing on the eastern leg of the intersection.

## **9.8. Response to Notice of Motion - Street Play Pilot Program**

**AUTHOR:** Lindsay Menday, Sustainable Transport Project Co-ord

**ENDORSED BY:** Duncan Mitchell, Director Engineering Services

### **ATTACHMENTS:**

1. Streets as Shared Spaces Fund Application [**9.8.1** - 18 pages]

### **PURPOSE:**

The purpose of this report is to provide an update on the “Street Play” pilot program considered in NoM No 3/20 Street Play – Pilot Program for North Sydney LGA (Item 18, Min No. 74.) at the Council meeting of 23 March 2020 (rescheduled to 6 April 2020).

### **EXECUTIVE SUMMARY:**

This report provides a list of streets potentially suitable as pilot sites for “Street Play” and recommends that further consultation take place with the community to short list up to five (5) sites. It is envisaged that Council staff (in collaboration with the community) will plan and run the five (5) pilot sites as ‘demonstration’ projects, following which the program will transition to a model whereby community groups take the lead role in nominating and organising events, with Council in a supporting/enabling role.

This report provides an outline program of what is required for running the pilot projects and recommends that staff commence the development of a ‘Street Play Policy and Guidelines’ document that will detail the “Street Play” program requirements and provide guidance to community groups on planning and running future events.

This report also recommends that Council commission the design and construction of a ‘parklet’ (a mobile ‘pop-up’ park), to support the program if successful in an application for funding support from the NSW State Government.

### **FINANCIAL IMPLICATIONS:**

A funding application seeking \$40,000 was submitted to the NSW Department of Planning, Industry and Environment - “Streets as Shared Spaces” program on 10 June 2020. This report recommends that should Council be successful in obtaining this grant, that the grant be matched with a Council contribution of \$40,000 from the *Bike Strategy* Projects to be established budget 2020/21. Should Council be unsuccessful in securing this grant, this report recommends that the total required budget of \$80,000 come from the *Bike Strategy* Projects to be established budget 2020/21.

### **RECOMMENDATION:**

1. **THAT** staff undertake consultation with the community on the 15 streets identified in this report and refine a short list of up to five (5) pilot sites for the Street Play program.
2. **THAT** should Council be successful in its grant application for \$40,000 from the NSW Department of Planning, Industry and Environment - “*Streets as Shared Spaces*” program,

that Council match the grant by allocating \$40,000 to the project from the 2020/2021 the Bike Strategy Projects to be established budget, and that staff proceed with a “*Street Play*” program as proposed in this report.

**3. THAT** should Council be unsuccessful in its grant application to the “*Streets as Shared Spaces*” program, that \$80,000 be allocated from the Bike Strategy Projects to be established budget to the “*Street Play*” program in the 2020/2021 financial year, and that staff proceed with a “*Street Play*” pilot program with a scope that is consistent with the budget.

**4. THAT** should Council be successful in obtaining a grant for the program, that staff commission the design and construction of a mobile ‘parklet’ to support the program.

**5. THAT** staff prepare a “*Street Play*” Program Policy and Guidelines document for review at the 24 August 2020 Council meeting.



## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

### 1. Our Living Environment

1.4 Public open space and recreation facilities and services meet community needs

### 2. Our Built Infrastructure

2.2 Vibrant centres, public domain, villages and streetscapes

2.3 Sustainable transport is encouraged

2.4 Improved traffic and parking management

### 3. Our Future Planning

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

### 4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

4.2 North Sydney is creative and home to popular events

## BACKGROUND

The temporary closure of streets to vehicles to allow ‘opening and access to people’ already takes place across the world on a range of different scales, examples being the ‘Open Streets’ program in North America, ‘Ciclovía’ in South America which has been running since the mid 1970’s or the “Play Streets” program running in Victoria. Activities can range from informal play to community art projects, sports or activities and take place at a range of scales from individual streets through to road closures over several kilometers. Some images of example events are provided below.



Photo Credit: Matthew Deutscher/  
<https://www.playstreetsaustralia.com/#home>



Source: <https://talkwellington.org.nz/2018/open-streets-neat/>



Photo Credit: Matthew Deutscher/  
<https://www.playstreetsaustralia.com/#home>



<https://www.bikeauckland.org.nz/ciclovia-finally-comes-to-auckland/>

At its meeting of Monday 23 March 2020 (rescheduled to 6 April 2020) Council resolved to trial a play streets concept in North Sydney LGA, as follows:

1. *THAT Council prepare a report investigating the temporary closing of specific streets in the North Sydney LGA for a few hours on some Sunday afternoons to allow children and members of the community to participate in Street Play.*
2. *THAT the Council report be modelled on the initiative suggested by Waverley Mayor Paula Masselos and the report by Waverley Council as well as the report and any findings from the Inner West Council relating to a similar Play Street initiative,*
3. *THAT the Council report identify possible streets in the North Sydney LGA for a Pilot Program of "Street Play" in North Sydney*
4. *THAT the Council report consider following the Waverley model of Street Play, by defining the pilot program of Street Play as an event thereby allowing Council to provide the appropriate insurance cover.*
5. *THAT the Council report identify financial implications and sources of funding, where needed.*
6. *THAT should the Council adopt the report to proceed with the Pilot Program, then Council refer the report to the Traffic Committee for its support.*
7. *THAT should the Pilot Program be adopted, that Council apply to Sport Australia to provide funding for Street Play.*

Council has previously supported similar community led projects in temporary road closures. For example, Council assisted North Sydney Girls High School to host a 'Parking Day' project in 2014, where students used a section of David Street, North Sydney to display art works and participate in 'street play' such as skipping and musical performances.



"Parking day" event hosted by North Sydney Girls High School and supported by Council, 2014

The provision of additional open space (albeit temporary) aligns with the priorities set out in the North Sydney Community Strategic Plan, in particularly relating to increased provision of open space, and increased social vitality. Notably, there is a significant body of evidence indicating that enabling increased opportunities for walking, cycling and outdoor recreation has positive health and well-being outcomes for the community. The concept of “*Street Play*” also provides opportunities to test proposed sites for permanent changes to public spaces and the road network.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council’s Community Engagement Protocol.

### **DETAIL**

The introduction of a “Street Play” program to North Sydney has a high level of overlap with the key aims for placemaking and active transport as set out in Councils Community Strategic Plan 2018-2028.

The temporary events proposed as part of this program will make immediate contributions to placemaking by improving urban amenity and facilitating increased community activity on local streets, but moreover, the program will create pathways towards permanent changes to urban form and community interaction to create successful and more liveable suburbs in North Sydney. The program will also enable the temporary prioritisation of walking and cycling in the identified project streets. The key objectives of the program if adopted by Council are as follows:

- To enable opportunities for social interaction and increased community cohesion.
- To provide an immediate response to community demand for more open space and play space for children.
- To facilitate participation in active transport to improve community health and wellbeing as well as enable better environmental outcomes.
- To enable opportunities for creative or small sporting events i.e. community art and or performance projects and or small informal sporting activities such as “street cricket” or “street netball”.
- To build support for more pedestrian friendly urban settings/better place outcomes.
- To enable members of our community of all ages and abilities to lead a more active lifestyle to improve the general health and well-being of our population.

This report provides a list of streets potentially suitable as pilot sites for “Street Play” and recommends that further consultation take place with the community to short list up to five (5) sites. It is envisaged that Council staff (in collaboration with the community) will plan and run the five (5) pilot sites as ‘demonstration’ projects, following which the program will transition to a model whereby community groups take the lead role in nominating and organising events, with Council in a supporting/enabling role.

Staff from the Engineering and Property Services Division have submitted a funding grant application under Category 1 of the NSW Department of Planning, Industry and Environment ('DPIE') - "Streets as Shared Spaces" program on 10 June 2020. *This program* is offering funding for "quick response projects or programs that test, pilot or incubate changes to streets in line with the objectives of the program".

This grant category is valued at up to \$100,000 per project and projects must be delivered and evaluated within three months of funding approval. Council has applied for \$40,000 under the program which is 50% of the estimated cost of the program.

If Council is successful in obtaining the Streets as Shared Spaces grant, this report recommends commissioning the design and construction of a mobile 'Parklet' to support this and other Council projects. Parklets are mobile open spaces designed to fit within existing car parking spaces to instantly expand and improve public space. It is envisaged that 'street play' specific parklet could be designed to support the program. Parklets are in used in various locations in Australia and overseas as a low cost and instantaneous way to improve public space and provide spaces for people to connect with their community, some example images are provided below. It is proposed that approximately \$25,000 of the total program budget be allocated to the parklet, should funding be received from DPIE.



<https://imagine.vincent.wa.gov.au/parklets>



Source Ed Butler and Mickey Lee/  
<https://www.dezeen.com/2015/11/28/portable-parklet-wmb-studio-greenery-bench-london-park/>

### List of Potential Pilot Project Sites and selection criteria

Staff have undertaken a review of opportunities across the LGA and identified several streets that may be suitable for a trial of the "Street Play" program. The streets were assessed and selected against the following criteria:

- Physical capacity to enable and/or facilitate "Street Play" opportunities. (e.g. level topography, accessibility and connectivity pedestrian / footpath network)
- Amenity (e.g. provision of shade, ambient noise levels etc.)
- Deliverability (e.g. likely to be endorsed by the traffic committee and other relevant authorities.
- Able to be delivered within the estimated budget estimates for the project)
- Low/manageable impact on traffic, property access and public transport
- Proximity to the target demographic – large densely populated residential areas with young families – predominantly areas with a higher density of apartments and unit blocks

- Distance to existing open space options (i.e. ensuring sites first respond to unmet need/gaps in open space rather than in areas with high relative access to open space)
- Links to other Council projects/initiatives i.e. proposed street closures, cycle routes, walking/cycling routes to school
- Proximity to other complementary surrounding land-uses such as schools, Village Centres and or recreational facilities
- Ensuring that there is an equitable spread of sites across different parts of the LGA.

From this assessment against the selection criteria above, 15 x streets were identified as being potentially suitable for “Street Play”. The following streets have been selected from which a short list of five (5) streets will eventually be selected to pilot the “Street Play” project:

- Cairo/Colin Streets – Cammeray
- Bydown Street – Neutral Bay
- Harrison Street – Cremorne
- McKye Street – Waverton
- Thomas Street – McMahons Point
- Harriette Street – Neutral Bay
- Rialto Street – Cremorne Point
- Levick Street – Cremorne
- Rosalind Street – Cammeray
- Kyngdon Street – Cammeray
- Hume Street – Crows Nest
- Selwyn Street – Wollstonecraft
- Lower Wycombe Road – Neutral Bay
- West Street between Ridge and Carlow – North Sydney

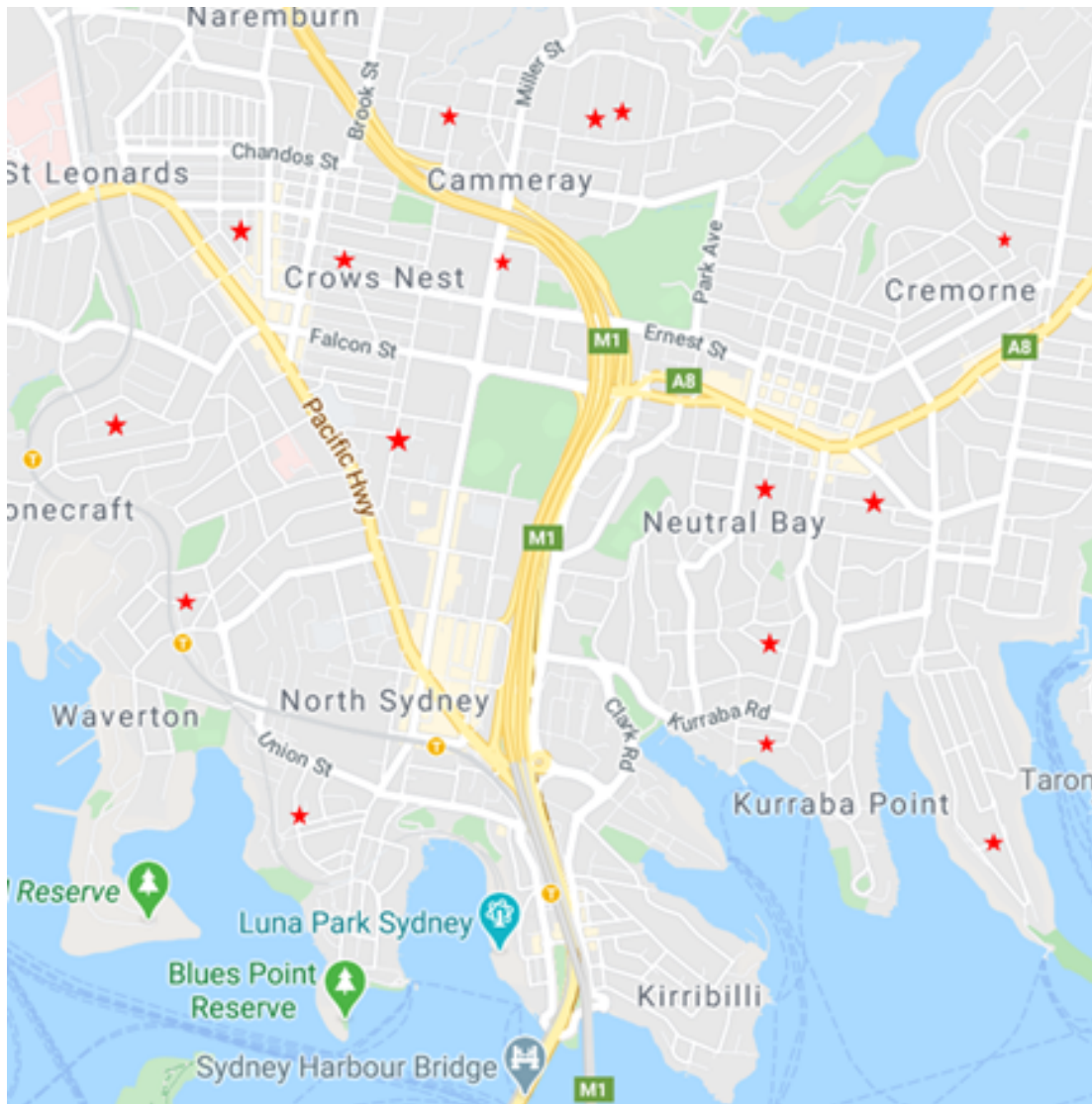


Figure 1. “Street Play” Location Map

### Proposed Program Structure

The proposed “Street Play” program is set out in the table below. It is envisaged that Council will play a major role in the development and management of the five (5) pilot projects in close collaboration with the local community. However, in the longer term, the intent is that the program will transition to being community led, and that individual streets or community groups initiate, plan and conduct the “Street Play” events with Council in an enabling/supporting role. *Councils enabling and supporting role may also include a future “Matching Grants Program” whereby the community can contribute time – materials or money which Council places a value on. In turn Council will match the community’s contribution on a dollar for dollar basis.*

**Table 1. Proposed Program for ‘Street Play’**

Date	Action	Key Outcomes
July 2020	Consultation with residents/key stakeholders in long list of streets	<ul style="list-style-type: none"> <li>• Short list of up to five (5) pilot sites</li> <li>• Refine project scope (e.g. best times/duration for street closures)</li> <li>• Refine project goals in collaboration with community groups</li> <li>• Identify criteria for project evaluation</li> </ul>
August 2020	Consultation with approvals authorities/stakeholders	<ul style="list-style-type: none"> <li>• Concurrence for/approval of pilot sites</li> </ul>
August 24, 2020	Preparation of Street Play Policy and Guidelines	<ul style="list-style-type: none"> <li>• Clarity around Council approach to the program, including scope to provide insurance for events</li> <li>• Guidelines for community groups regarding application process, project requirements, and ideas around how to run an event</li> <li>• Details regarding the provision of insurances</li> </ul>
Late September/October 2020	Pilot projects (Council as major project partner with the community)	<ul style="list-style-type: none"> <li>• Council/community collaborative pilot projects</li> <li>• ‘Demonstration’ of the range of options/opportunities to stimulate ideation for community led events</li> </ul>
November 2020	Evaluation of pilot projects	<ul style="list-style-type: none"> <li>• Knowledge of what works best/what needs improvement</li> <li>• Learning to inform longer term project planning and policy documents</li> <li>• Report to Council</li> </ul>
From June 2021	Long-term community led Street Play program	<ul style="list-style-type: none"> <li>• EOI or ‘nominate my street’ process to run street play</li> <li>• Community initiated and led events</li> <li>• Diverse range and character in events across a number of fields – sport, art, passive recreation, informal</li> <li>• Potential ‘design my street’ activities where communities use paint, planter boxes etc. to plan a long-term vision for their streets</li> </ul>

Date	Action	Key Outcomes
September 2020 – February 2021	Design and commissioning of a ‘parklet’ (subject to funding from DPIE)	<ul style="list-style-type: none"> <li>• Mobile parklet to support Street Play and other Council events</li> </ul>

### **Estimated Costs Associated with Funding a Pilot “Street Play” Program**

The cost estimates indicate that a pilot program of up to five (5) “Street Play” events will cost approximately \$80,000. This includes staff labour and oncosts as well as the purchase of reusable street furniture, traffic control equipment ‘pop-up’ landscaping, mobile games and sports equipment as well as a mobile (transportable) “parklet”. The funding will also cover the costs of the required traffic control, separate insurance (if required) and supporting services during the events. A funding application seeking half of this amount (\$40,000) has been submitted to the NSW Department of Planning, Industry and Environment - “Streets as Shared Spaces” program on 10 June 2020.

In the longer term, it is estimated that the community run events would cost Council approximately \$800 - \$1500 per event, plus up to 5 hours staff resourcing time. This estimate is intended to allow community groups to run cost neutral events. Councils enabling and supporting role may also include a future “Matching Grants Program” whereby the community can contribute time – materials or money which Council places a value on. In turn Council will match the community’s contribution on a dollar for dollar basis.

### **Conclusion**

The “Street Play” program will deliver immediate place improvements by reducing the impact of vehicles on local amenity, provide new spaces for people to walk, cycle and interact with their community, and facilitate opportunities for increased physical activity while also enabling people to maintain and observe social distancing protocols. Depending on the location, the program also has the capacity support the local economy by bringing people to local village centres and businesses.

More so than the short-term outcomes, the “Street Play” program provides an ideal platform to test proposed improvements to public space and/or the walking and cycling network, as changes can be implemented temporarily to test and refine designs and build community support and ownership over long term outcomes. It is envisaged that the program can include ‘design my street’ days, where people participate in setting out potential designs for their street (public space) using paint, planter boxes and furniture.

It is also anticipated that the program will stimulate more general (as opposed to site specific) community support for urban and social change that leads to improved place and community interaction outcomes for North Sydney.





## Streets as Shared Spaces Fund application

### Submission deadline

Please send the completed form with required documentation to [publicspace@planning.nsw.gov.au](mailto:publicspace@planning.nsw.gov.au) by 5.00 pm on Wednesday 10 June 2020.

### Introduction

The Streets as Shared Spaces program provides one-off grant funding to support local councils to test and pilot new and innovative ideas for streets as safe, shared public spaces. The program will provide funding to quick-response demonstration projects and strategic pilots that temporarily adapt streets to support healthier, safer and more resilient communities. These temporary measures should support immediate community needs and also test and build the case for more permanent changes.

The Streets as Shared Spaces program supports the NSW Premier's Priority to increase walkable access to quality open, green and public space in urban areas. It is also aligned with various NSW Government and local government strategic frameworks.

### Program objectives

The objectives are to:

- build on the local character and improve the attractiveness of centres and public spaces through innovative and creative approaches (temporary greening/planting or public art)
- increase space for safe walking and cycling (such as footpath widening)
- improve access on foot or bike to key destinations including local centres and public open space (such as a new cycleway)
- reconfigure streets to support physical health, local business and key workers (such as new parklets or reducing speed)
- activate high streets to create better quality public space
- enable long-term changes supported by strategies, the community and stakeholders (such as bringing forward a new public pathway or road closure)
- establish and start delivery of projects as early as possible in 2020, and/or
- ensure the safety of the travelling public, including under the NSW Government's *Road Safety Plan 2021*.

### Available funding

#### Category 1: Quick Response Demonstration Projects

**Short-term, quick-response, projects or programs that test, pilot or incubate changes to streets in line with the objectives of the program**

This grant category is valued at up to \$100,000 per project. Projects must be delivered and evaluated within three months of funding approval.



## Category 2: Pilot Projects

### Medium-term pilot projects that improve or activate streets as shared public spaces

This grant category is valued at up to \$1 million per project and can be delivered within a year of funding approval.

### Required documentation

Please ensure that all application documentation submitted follows the below file naming standard:

Streets as Shared Spaces Fund - <<APPLICANT>> - <<PROJECT OR PROGRAM NAME>>

**Note:** The Department of Planning, Industry and Environment can only receive emails of up to 50 MB. Where possible, please send extracts of documents, web links and links to cloud storage services.

You can provide web links if a document (for example, council minutes) is held on a publicly available website. This should be a direct link to a specific document.

For large documents, please provide page references to the text that is relevant to the project.

For questions about this application form, please email [publicspace@planning.nsw.gov.au](mailto:publicspace@planning.nsw.gov.au)

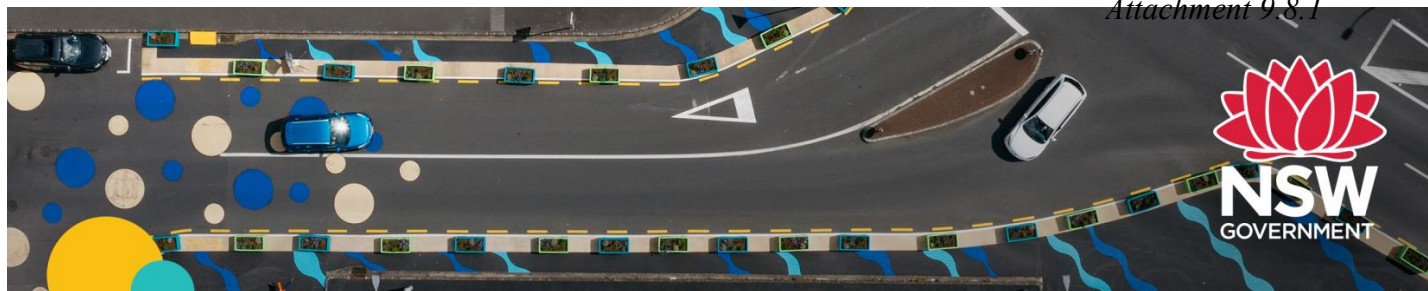
## Contact details

**Table 1. Council details**

Question	Answer
Council name	North Sydney Council
Address	200 Miller Street North Sydney, 2060
ABN	32 353 260 317

**Table 2. Name and contact details for general manager/chief executive officer**

Question	Answer
GM/CEO name	Ken Gouldthorp, General Manager
GM/CEO email	Ken.Gouldthorp@northsydney.nsw.gov.au
GM/CEO phone	(02) 9936 8100



**Table 3. Name and contact details for person completing this application (this person must be authorised by council as the nominated contact for the application)**

Question	Answer
Contact name	Lindsay Munday
Email	Lindsay.munday@northsydney.nsw.gov.au
Phone	9936 8251

## Project details

**Table 4. Project name**

Project name
Streets as Shared Spaces Fund – North Sydney Council – “Street Play” Pilot Program

Provide a full description of your project including the:

- scope of the project
- purpose of the project
- project objectives
- problem or challenge the project seeks to resolve; and/or
- opportunity the project seeks to realise.

**Table 5. Project description**

Project description
<p>North Sydney Council is seeking funding for the immediate implementation of short term, quick response projects or programs that test, pilot or incubate changes to streets that respond to and assist with the recovery of our community during the post COVID-19 pandemic period.</p> <p>The short-term projects that North Sydney Council is proposing in this application will meet all the identified objectives of the program as set out in the overview of the grant application.</p> <p>The “<i>Street Play</i>” Pilot Program proposes the temporary closure of streets to vehicles to allow ‘opening to people’ (i.e. use of road space as open/community space) – similar to the <i>Open Streets</i> or <i>Ciclovia</i> programs run in various locations around the world. In addition to the program objectives the following draft objectives have been established for the “<i>Street Play</i>” pilot program in North Sydney:</p>



- enable opportunities for creative events i.e. community art projects
- enable opportunities for social interaction and increased community cohesion
- provide an immediate response to community demand for more open space and play space for children
- facilitate participation in active transport to improve community health and environmental outcomes
- build support for more pedestrian friendly urban settings/better place outcomes.
- enabling members of our community of all ages and abilities to lead a more active lifestyle to improve the general health and well- being

The program objectives will be finalised following consultation with the community in July 2020.

A total of fifteen (15) streets have been longlisted as potential pilot sites for “Street Play” in North Sydney. Consultation with residents/communities will take place in July 2020 from which a shortlist of five (5) pilot sites will be recommended at a meeting of Council scheduled for 24 August 2020.

The fifteen (15) streets that have been identified in this application are located in the most densely populated and highly pedestrianised areas of North Sydney. The project sites have been selected based on meeting some general criteria as well as satisfying the objectives of the grants program.

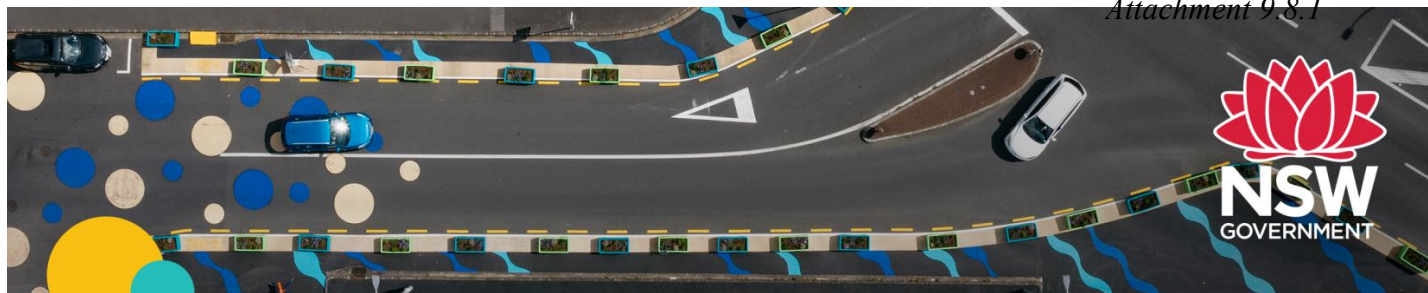
The general criteria that has been established for the selection of the streets that would best support “Street Play” in North Sydney are as follows:

- Deliverability
- Accessibility (short travel distances – flat topography)
- Interconnectivity with all modes of transport including pedestrian and cycle networks
- Amenity (shade, noise levels etc)
- Low/manageable impact on traffic and property
- Proximity to the target demographic – large densely populated residential areas with young families – predominantly areas with a higher density of apartments and unit blocks
- Distance to other existing open space options (i.e. ensuring sites respond to unmet need/gaps in open space)
- Proximity to local schools and Village Centres – local businesses
- Links to other Council projects/initiatives i.e. proposed street closures, cycle routes, walking/cycling routes to school
- Considering sites from locations across different parts of the LGA

Council is proposing to reduce the long list of 15 sites down to five (5) pilot/demonstration Street Play sites run in collaboration with community groups, following which, it is envisaged that community groups will take the lead in nominating and organising events with Council in a supporting/enabling role.

Reusable landscaping (planter boxes/street games/movable furniture and barriers) will be purchased by Council to support the project. The commissioning of a custom built – transportable “parklet” to support the program will be considered for the ongoing program after the completion of the pilot projects.

The project is a direct response to community priorities set out in the North Sydney Community Strategic Plan seeking improved, expanded and enhanced open space, safer streets and increased social vitality.

**Table 6. Expected project start and completion dates**

Question	Answer
Project start date (month and year)	July 2020
Project completion date (month and year)	Ongoing

**Table 7. Project location/s**

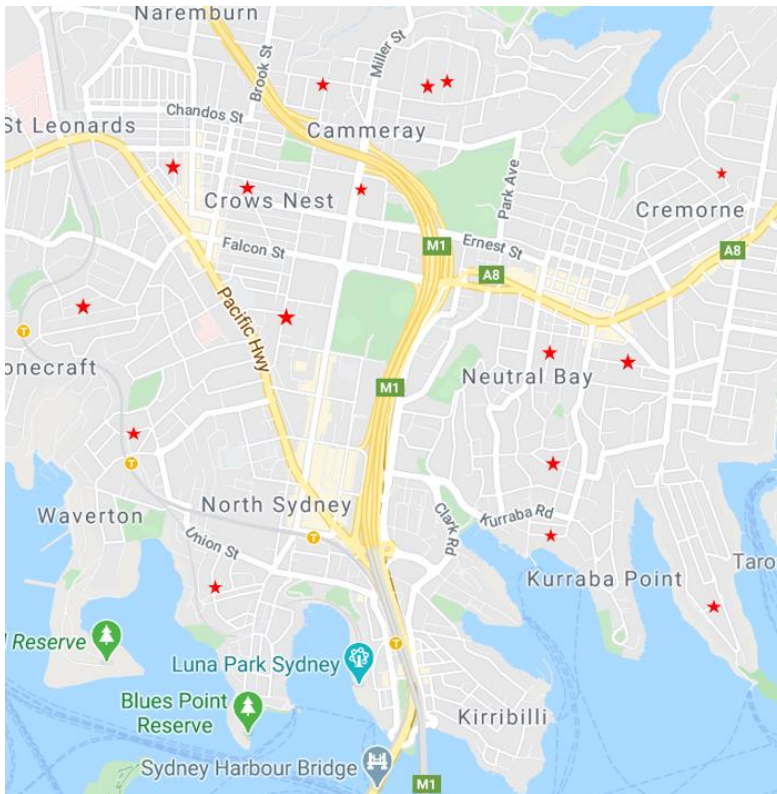
**Location of the project, including whether the project will occur on state or local roads and what the land ownership or responsibility is for the project site/s**

A total of fifteen (15) streets have been longlisted as potential pilot sites for "Street Play" in North Sydney. Consultation with residents/communities will take place in July 2020 from which a shortlist of five (5) pilot sites will be recommended at a meeting of Council scheduled for 24 August 2020.

The streets that Council is considering for this category and that meet the general criteria as described in the Project Description section of this application are as follows but are indicative only:

- Cairo/Colin Street – Cammeray
- Bydown Street- Neutral Bay
- Harrison Street- Cremorne
- Mckye Street – Waverton
- Thomas Street – McMahons Point
- Harriette Street – Neutral Bay
- Rialto Street – Cremorne Point
- Levick Street – Cremorne
- Rosalind Street – Cammeray
- Kyngdon Street – Cammeray
- Hume Street – Crows Nest
- Selwyn Street – Wollstonecraft
- Lower Wycombe Road – Neutral Bay
- West Street between Ridge and Carlow – North Sydney

A map is provided on the following page.

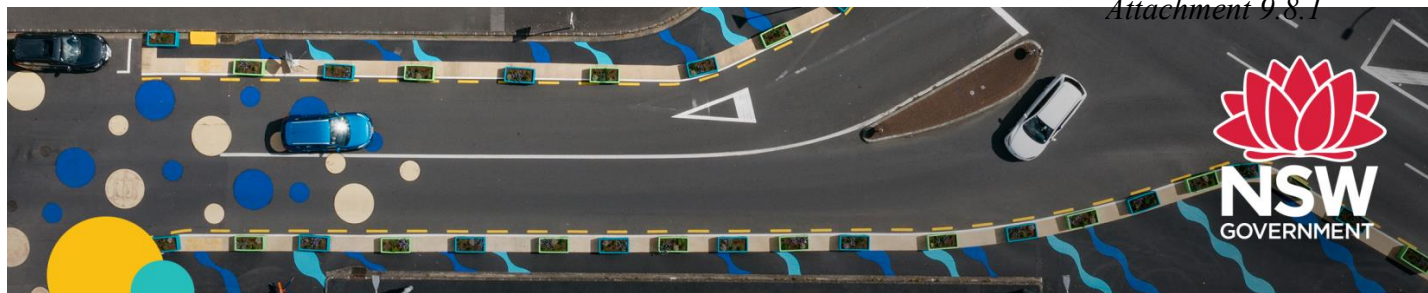


Has the landowner provided in principle support for the project? Please attach evidence to application.

- Yes – Council resolved to further develop the project at its meeting of 15 March 2020
- No

**Table 8. Funding table (GST-exclusive amount)**

Question	Answer
Funding sought	\$ 40,000
Applicant contribution (if applicable)	\$ 40,000 from North Sydney Council (proposed for following Financial Year 2020/21)
Partner contribution (if applicable)	\$



Question	Answer
Estimated total cost	\$ 80,000

Is this application a:

- Single council project  
 Collaborative project

Please list which other councils/organisations that have contributed to this application or will partner in project delivery.

**Table 9. Other councils/organisations contributing to application**

Organisation	Contribution (for example, financial contribution; consent for the project to proceed on their land)
TfNSW	Consent for temporary road closures
North Sydney Traffic Committee (Police, NSW State MP, TfNSW)	Consent for temporary road closures
Precincts/Community groups	Consultation inputs – participation/contributions to community events/art projects

## Assessment criteria responses

Full Assessment Criteria is available in the *Streets as Shared Spaces Fund Guidelines* document.

### Project merit

Describe how your project or program will test opportunities to:

- increase space for safe walking and cycling (such as footpath widening)
- improve access on foot or bike to key destinations including local centres and public open space (such as a new cycleway)
- reconfigure streets to support physical health, local business and key workers (such as new parklets or reducing speed)
- activate high streets to create better quality public space



- enable long-term changes supported by strategies, the community and stakeholders (such as bringing forward a new public pathway or road closure)
- establish and commence delivery of projects as early as possible in 2020, and/or
- ensure the safety of the travelling public, including under the NSW Government's *Road Safety Plan 2021*.

**Table 10. Project/program opportunities**

**Describe the opportunities the project/program will test**

The “*Street Play*” program will deliver immediate place improvements by reducing the impact of vehicles on local amenity, provide new spaces for people to walk, cycle and interact with their community, and facilitate opportunities for increased physical activity while also enabling people to maintain and observe social distancing protocols. Depending on the location, the program also has the capacity support the local economy by bringing people to local village centres and businesses.

More so than the short-term outcomes, the “*Street Play*” program provides an ideal platform to test proposed improvements to public space and/or the walking and cycling network, as changes can be implemented temporarily to test and refine designs and build community support and ownership over long term outcomes. It is envisaged that the program can include ‘design my street’ days, where people participate in setting out potential designs for their street (public space) using paint, planter boxes and furniture.

It is also anticipated that the program will stimulate more general (as opposed to site specific) community support for urban and social change that leads to improved place and community interaction outcomes for North Sydney.

Describe how your project or program aligns with one or more of the following:

- A strategic priority of the NSW Government (as described in *Appendix A—Policy context of the program guidelines*)
- Alignment with objectives of NSW Government funding programs or funding, such as:
  - Transport for NSW Walking and Cycling Program investment guidelines
  - Create NSW Arts and Cultural Development funding
- Council strategies, such as Local Strategic Planning Statements or other strategic documents such as social or cultural strategies, urban design plans, town centres or economic strategies, active travel and transport plans.



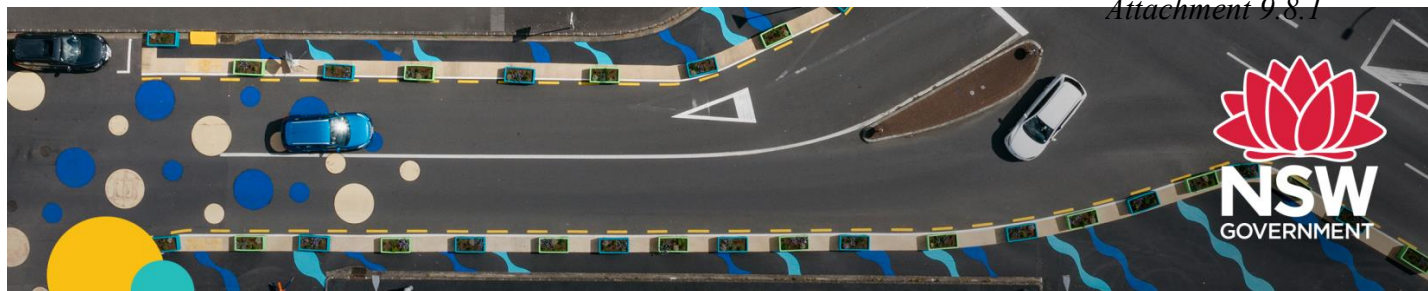


Table 11. Project/program alignment

**Describe how your project/program aligns with one or more of the above items**

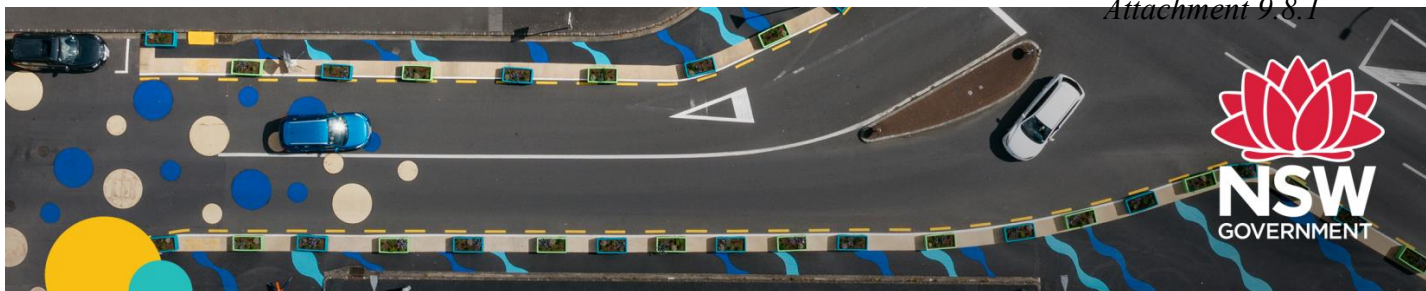
The program has a high level of overlap with key aims for placemaking and active transport set out in Future Transport 2056. The temporary events will make immediate contributions to placemaking by improving urban amenity and facilitating increased community activity on local streets, but moreover, the program will create pathways towards permanent changes to urban form and community interaction to create successful and more liveable suburbs. The program will also enable the temporary prioritisation of walking and cycling in the identified project streets. In addition, the program aligns with the following Council policies and documents.

The below provides an analysis of the project against relevant strategy and policy documents:

FRAMEWORK	STRATEGY	LINK TO PROJECT
NSW Government Policy context:	<b><u>PREMIER'S PRIORITIES:</u></b> Priority 11 – Greener public spaces	Increases the public open spaces to population ratio in a high-density urban area.  Widen footpaths by temporarily reducing traffic and parking on selected roads
	<b><u>TRANSPORT FOR NSW WALKING AND CYCLING PROGRAM</u></b>  This project is aligned with the TfNSW walking and cycling program objectives.	Project will provide spaces for walking and cycling and support increased participation in Active Transport to local centres to reduce congestion.  Project provides a pathway to implementation of safe and accessible infrastructure to support walking and cycling as a means of transport and physical activity.
	<b><u>NORTH DISTRICT PLAN, GREATER SYDNEY COMMISSION</u></b>  This project is aligned with the North District Plan – Greater Sydney Commission.	This project is aligned with the North District Plan – Greater Sydney Commission. In particular:  Planning Priority N1. Planning for a city supported by infrastructure  Planning Priority N3. Providing services and social infrastructure to meet people's changing needs  Planning Priority N4. Fostering healthy, creative, culturally rich and socially connected communities



		<p>Planning Priority N15. Protecting and improving the health and enjoyment of Sydney Harbour and the District's waterways</p> <p>Other objectives that this project satisfies are as follows:</p> <p>Providing more accessible public open space (Temporarily) for the North Sydney Community.</p> <p>Providing better connectivity between all modes of transport both existing and future.</p> <p>Providing a network of new public open spaces, that compliments the existing network of Public Open Spaces in North Sydney.</p>
<p><b>North Sydney Council Strategic Fit:</b></p>	<p><b><u>NORTH SYDNEY COMMUNITY STRATEGIC PLAN 2018-2028 (ALIGNS WITH THE FOLLOWING DESIRED OUTCOMES):</u></b></p> <p>The identified project sites for "Street Play" included in this application are located in the most densely populated and highly pedestrianised areas of North Sydney. The sites collectively deliver on all the key objectives of the funding program and also deliver on a number of key objectives in Councils Community Strategic Plan.</p>	<p>The identified "Street Play" sites collectively deliver on all the key objectives of the funding program and also deliver on a number of key objectives in Councils Community Strategic Plan which are as follows:</p> <p>1.4 Public Open Space and Recreational Facilities and Services meet Community Needs</p> <p>2.2 Vibrant Centers, Public Domain, Villages and Streetscapes</p> <p>2.3 Sustainable Transport is Encouraged</p> <p>3.4 North Sydney is Distinctive with a Sense of Place and Quality Design</p> <p>4.1 North Sydney is Connected, Inclusive, Healthy and Safe</p>
<p><b>North Sydney Council Strategic Fit:</b></p> <p><b>Related Masterplans</b></p>	<p><b><u>LOCAL STRATEGIC PLANNING STATEMENT (MARCH 2020)</u></b></p> <p>The identified project sites for "Street Play" included in this application align with North Sydney Councils Local Strategic Planning Statement.</p>	<p>The identified project sites for "Street Play" included in this application align with North Sydney Councils Local Strategic Planning Statement. The key alignment with the statement is as follows:</p>



	<p>Priority L3 - Create great places that recognise and preserve the character of North Sydney.</p> <p>Priority I2 - Collaborate with State Government Agencies and the community to deliver new housing, jobs, infrastructure and great places.</p>
<b>NORTH SYDNEY CYCLING STRATEGY AND ACTION PLAN -2015</b>	The identified “ <i>Street Play</i> ” sites also deliver on a number of key objectives identified in North Sydney Councils Cycling strategy and the 5 identified Priority routes adopted by Council in 2015.
<b>NORTH SYDNEY CBD TRANSPORT MASTERPLAN (2018)</b>	The identified “ <i>Street Play</i> ” sites included in this application directly and collectively align with North Sydney CBD Transport Master Plan
<b><u>NORTH SYDNEY TRANSPORT STRATEGY (2017)</u></b>	<p>The identified “<i>Street Play</i>” sites included in this application directly and collectively align with North Sydney Transport Strategy.</p> <p>Priority 1 Walking (within the Modal Hierarchy) - Council will deliver inclusive streetscape design and slow speed (40km/h) traffic environments in commercial, mixed use, neighbourhood centres and residential zones, which will encourage the sharing of local streets by all travel modes”</p> <p>Links to Council’s Walking Action Plan (currently in development)</p>
<b><u>NORTH SYDNEY ECONOMIC DEVELOPMENT STRATEGY (2016)</u></b>	The identified “ <i>Street Play</i> ” sites included in this application directly and collectively align with North Sydney Economic Development Strategy 2016.
North Sydney Councils adopted Local Area Traffic Management Plans (LATMs) – adopted by Council in 2016/17.	<p>The identified “<i>Street Play</i>” sites included in this application directly and collectively align with the following Master Plans.</p> <p>North Sydney Councils adopted Local Area Traffic Management Plans (LATMs) – adopted by Council in 2016/17.</p>



--	--

**Project deliverability**

Identify approvals likely to be required (for example, environmental impacts, heritage, DA, local traffic committee) and strategy for obtaining them.

**Table 12. Approvals**

**Identify approvals likely to be required and strategy for obtaining them (if relevant)**

Approvals	Strategies
Council	The Street Play program proposed for North Sydney LGA was initiated by Council at a full Council meeting, however the final details of the project, and determination to proceed will need to be confirmed by Council at its meeting of 24 August 2020.
Community consultation and support	Community consultation to ensure support for the program will take place as set out in Table 19.
North Sydney Council Traffic Committee approval	Each road closure will need concurrence of the North Sydney Traffic Committee. Council staff will prepare required traffic management documentation and seek Traffic Committee endorsement to approve under Delegated Authority (TDA). Council regularly uses this process to undertake temporary closures for events etc.

**Table 12. Impact**

**Does it impact on public transport services, clearways, existing cycleways, loading and serving arrangements? If so, have the various agencies responsible been consulted?**

The sites identified for pilot events take place on local roads that have low traffic volumes and no or minimal public transport, clearways or loading access. Council will consult with public transport authorities as part of the finalisation of site selection and will not proceed with any sites that are not endorsed by Sydney Buses or TfNSW.

Cycle access consistent with LGA wide network planning will be incorporated into the design of each site (and community participation in cycling encouraged as part of the project). Some sites have been chosen as they provide an opportunity to improve cycle access along streets identified as cycle routes in North Sydney Councils Cycling Strategy and Action Plan documents.

Council will use qualified traffic controllers for the set up and operation of each site (i.e. to manage resident access).



Table 13. Timeline against major milestones

#### Timeline against major milestones according to the project duration

The proposed program for the project is set out in table 1 below. It is envisaged that Council will play a major role in the development and management of the five (5) pilot projects in close collaboration with the community. However, in the longer term, the intent is that the program will transition to being community led, and that individual streets or community groups initiate, plan and conduct the Street Play events with Council in an enabling/supporting role. Councils enabling and supporting role may include a future “*Matching Grants Program*” whereby the community can contribute time – materials or money which Council places a value on. In turn Council will match the community’s contribution on a dollar for dollar basis.

#### Project Program

Date	Action	Key outcomes
July 2020	Report to Council Consultation with residents/key stakeholders in long list of streets	<ul style="list-style-type: none"> <li>Short list of up to five (5) pilot sites</li> <li>Refine project scope (e.g. best times/duration for street closures)</li> <li>Refine project goals in collaboration with community groups</li> <li>Identify criteria for project evaluation</li> </ul>
August 2020	Consultation with approvals authorities/stakeholders	<ul style="list-style-type: none"> <li>Concurrence for/approval of pilot sites</li> </ul>
August 24, 2020	Preparation of Street Play Policy and Guidelines	<ul style="list-style-type: none"> <li>Clarity around Council approach to the program, including scope to provide insurance for events</li> <li>Guidelines for community groups regarding application process, project requirements, and ideas around how to run and event</li> <li>Details regarding the provision of insurances</li> </ul>
October 2020	Pilot projects (Council as major project partner with the community)	<ul style="list-style-type: none"> <li>Council organised and run pilot projects in collaboration with community groups</li> <li>‘demonstration’ of a range of options/opportunities</li> </ul>
December 2020	Evaluation of pilot projects	<ul style="list-style-type: none"> <li>Knowledge of what works best</li> <li>Learning to inform longer term project planning and Policy document</li> </ul>
From June 2021	Long-term Community led Street Play program	<ul style="list-style-type: none"> <li>EOI or ‘nominate my street’ process to run street</li> <li>Community initiated and led events</li> <li>Diverse range and character in events across a number of fields – sport, art, passive recreation, informal</li> <li>potential ‘design my street’ activities where communities use paint, planter boxes etc. to plan a long-term vision for their streets</li> </ul>



**Table 14. Experience and ability**

**Describe your experience and/or ability to deliver the proposed project or program**

North Sydney Council have enabled or organised and run a number of community events in temporary road closures that had improvement to public space/placemaking, and improved pedestrian and cycling access as key goals, including support of a local high school to run a 'parking day' event (images below) and an annual Ride to Work day.



North Sydney Council will be responsible for the management and delivery of all aspects of the project from start to finish. North Sydney Council will provide comprehensive design and project management services for the duration of the Project as well being responsible for gaining all necessary approvals.

North Sydney Council has an established project management and delivery framework and is currently comprised of over 400 staff, including business administration support, project managers, design managers, contract administrators, architects, landscape planners, architects and engineers, all of whom are located at 200 Miller Street North Sydney.

North Sydney Council is responsible for all aspects of the procurement process for this project including the approval of all quotations associated with the Project in accordance with the Local Government Act 1993 and Councils Procurement Policy. Council is also responsible for the engagement of all consultants and contractors associated with the Project. Any significant changes in Scope, Design and Cost that are beyond Council Officer delegations and that impact upon the delivery of the Project in terms of Time, Quality and Cost will be reported to the NSW Department of Planning, Industry and Environment as per any requirements or conditions of the Grant if successful.

North Sydney Council has successfully delivered many projects through State and Federal Government Grant funding programs and is happy to provide references and referees from other Government Agencies to validate that North Sydney Council has the capacity and experience to deliver this project.



Has this project received existing funding or applied for funding from the Transport for NSW Active Transport Fund?

- Yes
- No

**Table 15. Outcomes for public space**

**If 'Yes', please describe how this will improve the project's outcomes for public space**

---

Does the project or program build on funding or income from other sources?

- Yes
- No

**Table 16. Funding or income from other sources**

**If 'Yes', please list and describe how they relate to this application**

---





**Table 17. Path to permanent change**

**Describe how your project or program will test or demonstrate a pathway to permanent change in the future**

The pilot program proposed in this application is intended to provide a pathway to an ongoing and regular community-initiated Street Play program commencing in 2021. The success of similar events overseas indicates that these programs can become significant contributors to the way that communities interact with public space, for example Ciclovía events now happen weekly in many cities of South and North America and provide a key contribution to open space and physical activity.

The program will also provide opportunities to test potential locations for permanent pedestrian plazas/road closures or cycle routes, and in doing so help build community ownership and involvement in the planning of proposed public space, placemaking and active transport infrastructure. The possibility exists within the program to run 'design my street' days, where people participate in the setting out potential long-term designs for their public space using paint, planter boxes etc.

It is further envisaged the program will contribute to building community support for more walkable and cyclable urban environments.

Does the program or project have the support of the elected council?

- Yes  
 No

**Table 18. Community engagement**

**What is proposed for engaging the community in the delivery of the project and its evaluation?**

Residents/communities from the longlist of the 15 streets identified as potential pilot projects will be consulted directly in August 2020 to establish areas of highest community support/project feasibility. Council will then collaborate with these communities to refine goals and evaluation criteria for the pilot program. Staff will prepare an evaluation report for Council and the findings from the pilot program will further be used to inform the development of a "Street Play" Policy and Guidelines document.

Following the pilot program Council proposes to develop a 'nominate my Street' expressions of interest process, where residents/community groups can put forward a street and proposal for activities/events etc.

The intent of the self-nomination process being to maximise community ownership and interest in projects and maximise return on resource and financial investments. The program will be advertised via print and web-based communications as well as direct notification of established community consultation groups such as Precinct Committees and the Sustainable Transport Reference Group.



## Value for money

**Table 19. Value for money**

**Describe how your project or program has considered value for money and will be a sound investment for the NSW Government**

The program will deliver significant immediate improvements to place, improved health and well-being outcomes, improved social outcomes for our community and increase the uptake in walking and cycling, with a low total investment amount. Following the pilot, it will be possible to replicate the program indefinitely for a minimal cost (less than \$2500 per event) and or establish a future “*Matching Grants*” program for this collaboration between Council and the Community.

The capacity to test concepts for permanent open space/walking and cycling network improvements through the program will help to reduce risk and maximise outcomes of this investment for any future permanent infrastructure, including capital works projects funded under the TfNSW Active Transport program.

© State of New South Wales through Department of Planning, Industry and Environment 2020. The information contained in this publication is based on knowledge and understanding at the time of writing May 2020. However, because of advances in knowledge, users are reminded of the need to ensure that the information upon which they rely is up to date and to check the currency of the information with the appropriate officer of the Department of Planning, Industry and Environment or the user’s independent adviser.

Photography: Auckland City Council

## **9.9. Provision of Basketball and Netball Hoops**

**AUTHOR:** David Manson, Manager Parks & Reserves

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

### **ATTACHMENTS:**

1. Report to Sport & Recreation Reference Group - 16 March 2020 [**9.9.1** - 9 pages]
2. Minutes of Sport & Recreation Reference Group - 16 March 2020 [**9.9.2** - 7 pages]

### **PURPOSE:**

To report to Council on the potential, for installing additional basketball hoops on existing hard surfaces, in accordance with the resolution of Council on 28 October 2019.

### **EXECUTIVE SUMMARY:**

This report presents information on potential locations for the installation of new Basketball and Netball Hoops within the North Sydney Local Government Area.

### **FINANCIAL IMPLICATIONS:**

The \$17,500 required for items 1-3, 5 and 6 is taken from savings on the Blues Point Reserve amenities block project and carried forward into the next Financial Year 2020/21 for implementation.

The \$6,000 required for item number 4 will be taken from the St Leonards Park Masterplan budget.

### **RECOMMENDATION:**

1. **THAT** Council allocate \$17,500 in the 2020/21 Capital Works Budget to implement the recommendations of this report for items 1-3, 5 and 6.
2. **THAT** the installation of any hoops on item number 7 (Waverton Bowling Club) be placed on hold until Council has a more permanent tenure of this site.
3. **THAT** as part of the St Leonards Park Masterplan, Council allocate provision for the installation of netball hoops in the Harbourview Lawn.

## LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

### 1. Our Living Environment

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

## BACKGROUND

A Notice of Motion by Councillor Brodie was considered at the Council meeting held on 28 October 2019 and resolved:

*1. THAT Council requests a brief report to evaluate installing basketball hoops on existing hard surfaces and netball rings on grass and hard surfaces in North Sydney. The report to include cost, suggested locations where hard surfaces already exist that are suitable for basketball and grass areas suitable for netball goal rings in areas that are not in close proximity to residential areas. Suggested areas to include Anderson Park, area under the Sydney Harbour Bridge and the Coal Loader.*

At the Sport and Recreation Reference Group meeting held on Monday 16 March 2020, a report was presented where it was resolved to recommend:

- 1. THAT Council allocate funding for the installation of Netball and Basketball hoops in future capital works budget processes.*
- 2. THAT Council install Netball and Basketball hoops at the following locations:*
  - *Brightmore Reserve;*
  - *Bradfield Plaza;*
  - *Bradfield Park Central (synthetic surface);*
  - *St Leonards Park;*
  - *Forsyth Park;*
  - *Anderson Park; and*
  - *Waverton Bowling Club.*

The minutes of the Sport and Recreation Reference Group held on 16 March 2020 went to the Ordinary Meeting of Council held on Monday, 27 April 2020 where it was resolved (Min. No. 81):

*1. THAT the Minutes of the Sport and Recreation Reference Group meeting of 16 March 2020 be noted.*

## CONSULTATION REQUIREMENTS

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## **DETAIL**

This detail provides the agreed locations with designated item numbers as well as estimated costs for the supply and installation of selected styles of equipment.

### **Item # 1 - Brightmore Reserve**

- Supply and install 1 x combination Basketball and Netball tower

Cost - \$5,000.00

### **Item # 2 - Bradfield Plaza**

- Supply and install 1 x Basketball tower

Cost - \$4,000.00

### **Item # 3 - Bradfield Park Central (synthetic surface)**

- Supply and install 1 x Basketball tower
- Supply and install 1 x Netball tower

Cost - \$5,500.00

### **Item # 4 - St Leonards Park**

- Supply and install 4 x Netball towers

Cost - \$6,000.00

### **Item # 5 - Forsyth Park**

- Supply and install 1 x Netball tower

Cost - \$1,500.00

### **Item # 6 - Anderson Park**

- Supply and install 1 x Netball tower

Cost - \$1,500.00

### **Item # 7 - Waverton Bowling Club**

Council only has a short-term lease on this site ending in December of this year. Until Council has a more permanent tenure on this site the installation of any additional hoops should be placed on hold.



## Sport and Recreation Reference Group

Report SR03 - 16 March 2020

Attachments:  
Nil

---

**SUBJECT:** Provision of Basketball and Netball Hoops

**AUTHOR:** David Manson, Manager Parks & Reserves

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

### EXECUTIVE SUMMARY:

This report presents information on potential locations for the installation of new Basketball and Netball hoops within the North Sydney LGA.

### FINANCIAL IMPLICATIONS:

There is no current funding allocated to implement the recommendations within this report and this issue will need to be considered in future budget considerations.

### RECOMMENDATION:

**1. THAT** Council consider funding for the installation of Netball and Basketball hoops in future capital works budget processes.

**2. THAT** Council consider installing Netball and/or Basketball hoops at the following locations:

- Brightmore Reserve;
  - Bradfield Plaza;
  - Bradfield Park Central (synthetic surface);
  - St Leonards Park and
  - Waverton Bowling Club.
-

Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

Direction: 1. Our Living Environment  
Outcome: 1.4 Public open space and recreation facilities and services meet community needs

## **BACKGROUND**

A Notice of Motion was adopted at the Council meeting held on 28 October 2019:

***Notice of Motion No. 10/19 – Cr Brodie - 23/10/19 Re: More Basketball Hoops and Netball Goal Rings for Informal Play in North Sydney***

*1. THAT Council requests a brief report to evaluate installing basketball hoops on existing hard surfaces and netball rings on grass and hard surfaces in North Sydney. The report to include cost, suggested locations where hard surfaces already exist that are suitable for basketball and grass areas suitable for netball goal rings in areas that are not in close proximity to residential areas. Suggested areas to include: Anderson Park, area under the Sydney Harbour Bridge and the Coal Loader.*

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## **SUSTAINABILITY STATEMENT**

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

## **DETAIL**

This report provides information regarding the provision of additional Basketball and Netball hoops across the North Sydney LGA. The report considers suggested locations as well as estimated costs for the supply and installation of selected styles of equipment.

## **SUGGESTED LOCATIONS**

**Green Park Tennis Courts** – The Green Park Tennis Courts currently provides one Basketball hoop on the northern side of the court. It is possible that the southern side of the court could accommodate an additional netball or basketball hoop. There is currently a dividing fence that would need to be removed and the surface drainage would also need to be adjusted to make the area generally flat and safe. Additionally this side of the court faces towards Cammeray Road

---

Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

so would see shots that miss the backboard travel towards the road which is not ideal.



**Brightmore Reserve** - The concrete strip that covers the Sydney Water culvert at the rear of the tricycle track is close to level and approximately 4.5m wide. The area would not fit a full Basketball key without adding additional hardstand, however could accommodate a Basketball and/or Netball hoops for casual use.

At present the area is a construction site for Sydney Water whilst they undertake significant maintenance to the sewer line. Sydney Water have advised that they maybe onsite for another 12-18 months. There maybe an opportunity for Council to ask for some improvements and equipment to be installed when they reinstate the site as a public park.





Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

**Bradfield Plaza** - The area currently houses one table tennis table and measures approx. 750m<sup>2</sup> and could accommodate a Basketball/Netball hoop or two.



**Bradfield Park Central** – The old bowling greens have been converted to a natural turf and synthetic surface for informal recreation and the site of the Kirribilli Markets. There are opportunities for both types of hoops to be installed on the synthetic surface here for casual play.



Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

**Anderson Park** – Potentially a netball or basketball hoop could be installed in the turf area indicated below. However, this area of the park is not irrigated, and this type of use would make it impossible to retain a healthy cover of grass.



**Forsyth Park** - A netball hoop (or 2) could be installed in the turf area indicated below



There has been a report previously to this group at the meeting held on 20 May 2019 regarding the installation of a dual Cricket net at Forsyth Park. It was resolved:

- 1. THAT** the report in relation to the Forsyth Park Proposal to Construct Practice Cricket Nets be received.
-

Report of David Manson, Manager Parks & Reserves  
 Re: Provision of Basketball and Netball Hoops

---

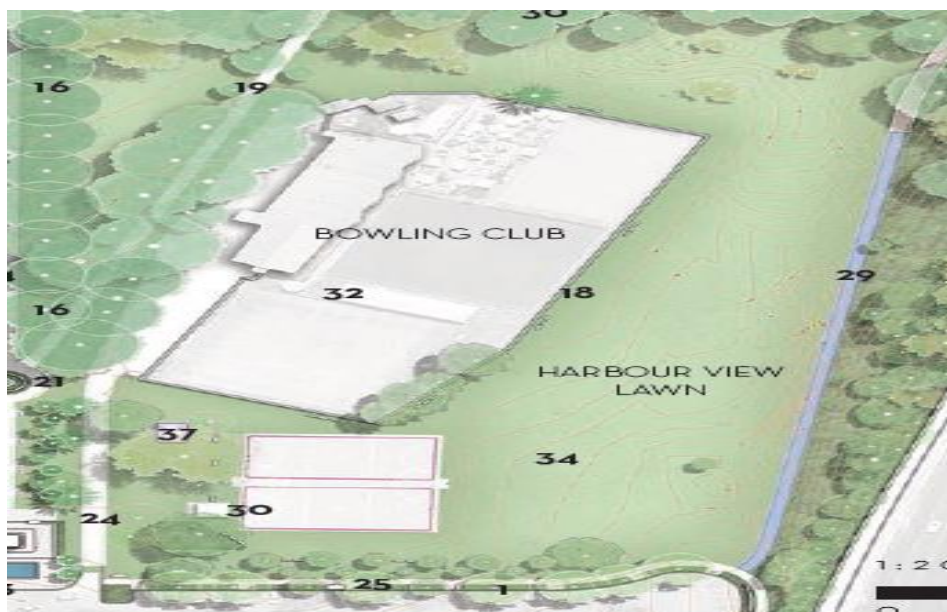
This report indicated the dual net Facility would be installed in the current location of the long jump pit of which is highlighted in red above.

### St Leonards Park

As part of the St Leonards Park Masterplan the area of grass on the eastern side of the existing courts “The Harbour View Lawn” is an area allocated for improvements. The snippet taken from the Masterplan below indicates regrading of this existing turf area to create a level turf surface that could be used for a range of recreational uses.

This regarding work would offer a similar size area to that of the exiting hardsurface Netball/Basketball courts. Once completed there would be an opportunity to add two netball hoops/courts to this site.

Open Space and Environmental Services were planning on proceeding with this component of the Masterplan however due to the potential use of this area as a construction compound for the proposed Western Harbour Tunnel the project was placed on hold.



### Waverton Bowling Club

As previously reported to the Sport and Recreation Reference Group, Council currently hold a temporary lease on this property after the Bowling Club went into liquidation.

Open Space and Environmental Services have undertaken community consultation on this site through a 2-stage process. Whilst there were differing views on what specific purpose the site should be ultimately used for i.e. passive recreation (54% of respondents) or active recreation (42% of respondents) parkland or a mixture of both. The strong position is that the land must be reintegrated into the existing Waverton Park Reserve for the purpose of providing parkland for public recreation that meets the community’s needs.

---

Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

There is an opportunity at this site to include multi-sport courts such as basketball, netball, small sided football and tennis if the Council attains a longer term lease or care and control of this space.



**TYPES OF EQUIPMENT AND COSTS**

**1. Multi-sport Unit**



**Description**

The Multi-Sport unit offers Basketball, Netball and Soccer as base. Activities and can be fitted with additional activity-based panels such as rear targets, Striker Goalie or side Cricket panels which will increase the number of activities on offer.

**Costs**

Supply and install (excluding freight) approx.  
\$22,000 + GST

Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

## 2. NextGen Basketball Tower



### Description

The NextGen Basketball Tower is designed to complement new or existing open space areas. This Tower is available in a range of modern colours.

### Costs

Supply and install (excluding freight) approx. \$8,000 + GST

## 3. BT23- Basketball Tower



### Description

This Tower comes in a galvanised finish with a heavy duty 'anti dunk' ring and all weather ply backboard 1800 x 1050mm. It has a 10 year structural warranty.

### Costs

Supply and install (excluding freight) approx. \$4,000 + GST

Report of David Manson, Manager Parks & Reserves  
Re: Provision of Basketball and Netball Hoops

---

#### 4. Reversible Basketball/Netball Tower



##### **Description**

This Tower comes in a galvanised finish with a heavy duty 'anti dunk' ring and all weather ply backboard 1800 x 1050mm. It has a 10 year structural warranty.

##### **Costs**

Supply and install (excluding freight) approx.  
\$5,000 + GST

#### 5. Netball Pole



##### **Description**

This pole comes in a galvanised finish with a heavy duty ring.

##### **Costs**

Supply and install (excluding freight) approx.  
\$1,500 + GST

**DECISION OF 3730<sup>th</sup> COUNCIL MEETING  
HELD ON MONDAY 27 APRIL 2020**

**81. Item 2: Sport and Recreation Reference Group – Minutes  
16 March 2020**

*(This Item was dealt with by exception. See page 86)*

Report of Melissa Dunlop, Governance Co-ordinator

This report presents the recommendations of the last meeting of the Sport and Recreation Reference Group held on 16 March 2020. The Minutes are attached for consideration should Council wish to adopt any of the recommendations made at the meeting.

**Recommending:**

**1. THAT** the Minutes of the Sport and Recreation Reference Group meeting of 16 March 2020 be noted.

Voting was as follows:

For/Against 9/0

Councillor	Yes	No	Councillor	Yes	No
Gibson	Y		Barbour	Y	
Beregi	Y		Drummond	Y	
Keen	Y		Gunning	<b>Absent</b>	
Brodie	Y		Mutton	Y	
Carr	Y		Baker	Y	

**RESOLVED:**

**1. THAT** the Minutes of the Sport and Recreation Reference Group meeting of 16 March 2020 be noted.



**Report to General Manager**

Attachments:

1. Minutes 16 March 2020
- 

**SUBJECT:** Sport and Recreation Reference Group – Minutes 16 March 2020

**AUTHOR:** Melissa Dunlop, Governance Co-ordinator

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

**EXECUTIVE SUMMARY:**

This report presents the recommendations of the last meeting of the Sport and Recreation Reference Group held on 16 March 2020. The Minutes are attached for consideration should Council wish to adopt any of the recommendations made at the meeting.

**FINANCIAL IMPLICATIONS:**

Nil.

**RECOMMENDATION:**

**1. THAT** the Minutes of the Sport and Recreation Reference Group meeting of 16 March 2020 be noted.



Report of Melissa Dunlop, Governance Co-ordinator  
Re: Sport and Recreation Reference Group – Minutes 16 March 2020

(2)

---

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

Direction: 5. Our Civic Leadership

Outcome: 5.3 Community is informed and consulted

## **BACKGROUND**

In accordance with Council's Code of Meeting Practice:

*20.24 The minutes of meetings of each Committee of the Council must be confirmed at a subsequent meeting of the committee.*

The Charter of the Sport and Recreation Reference Group states:

*10.4 A report on the proceedings of Reference Group meetings are to be submitted to the next available meeting of Council for endorsement, including all recommendations. Any Councillor, irrespective of whether that Councillor is a member that Reference Group, may be the mover or seconder of a motion to confirm the proceedings of a Reference Group meeting.*

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **SUSTAINABILITY STATEMENT**

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

## **DETAIL**

Section 7.2 of the Reference Group Charter states that:

*"The Reference Group does not have the power to bind the Council."*

Therefore the recommendations of the meeting are included in the attached Minutes for formal adoption by Council, either in part or full, should it wish to do so.

**Minute Book Page No 1**

**MINUTES: SPORT AND RECREATION REFERENCE GROUP MEETING HELD IN THE ROS CRICHTON PAVILION, NORTH SYDNEY, ON MONDAY, 16 MARCH 2020 AT 6.00PM.**

**PRESENT**

Councillor Brodie in the Chair, Councillor Keen and the Mayor, Councillor Gibson.

**Staff:** Robert Emerson, Director Open Space & Environmental Services  
David Manson, Manager Parks & Reserves  
Melissa Dunlop, Governance Co-ordinator (Minutes)

**Citizen Members:** Mark Ohlsson, Cammeray Golf Club  
Layton Gould, Cammeray Golf Club  
Christine Cannon, North Sydney Women's Hockey/  
Mosman Hockey  
Ted Wziontek, Resident  
Cameron Herbert, North Sydney District Junior Cricket Club  
Simon Cox, North Sydney United Football Club  
Matt Dawson, North Sydney Parkrun

**Apologies** were received from Paul Orgad, Northern Suburbs Football Association; Ashleigh Campbell, ACU; Duncan Bendall, Mosman/North Sydney Hockey; Toni Field, Northern Suburbs Netball Association; John Hirst; Brian Emanuel, Resident; and Anne Simmons, Sydney University Hockey Club (Juniors).

**1. Minutes**

The Minutes of the previous meeting held on 18 November 2019, copies of which had been previously circulated, were taken as read and confirmed.

The Motion was moved by Councillor Keen and seconded by Councillor Gibson.

**2. SR01: Hybrid Turf Trial Update**

Report of David Manson, Manager Parks & Reserves  
This report provides updated information on the trial of Hybrid Turf.

**Recommending:**

**1. THAT** the Hybrid Turf Trial Update report be received.

The Motion was moved by Councillor Keen and seconded by Simon Cox.

---

*This is Page No 1 of the Minutes of the Sport and Recreation Reference Group Meeting held on Monday, 16 March 2020.*

Voting was unanimous.

**Resolved to recommend:**

1. **THAT** the Hybrid Turf Trial Update report be received.

Matt Dawson arrived at 6.20pm.

**3. SR02: Winter Season 2020 Sportsfields Allocation**

Report of Rob Emerson, Director Open Space & Environmental Services

This report provides information regarding usage of Council's sportsfields for the Winter season 2020.

**Recommending:**

1. **THAT** the Winter Season 2020 Sportsfields Allocation report be received.

A Motion was moved by Councillor Gibson and seconded by Councillor Keen,

1. **THAT** the Winter Season 2020 Sportsfields Allocation report be received.
2. **THAT** Council investigate parking and traffic options for Cammeray Oval to deal with illegally parked vehicles on the grounds of Cammeray Golf Club and report back to the Reference Group.

Voting was unanimous.

**Resolved to recommend:**

1. **THAT** the Winter Season 2020 Sportsfields Allocation report be received.
2. **THAT** Council investigate parking and traffic options for Cammeray Oval to deal with illegally parked vehicles on the grounds of Cammeray Golf Club and report back to the Reference Group.

**4. SR03: Provision of Basketball and Netball Hoops**

Report of David Manson, Manager Parks & Reserves

This report presents information on potential locations for the installation of new Basketball and Netball hoops within the North Sydney LGA.

There is no current funding allocated to implement the recommendations within this report and this issue will need to be considered in future budget considerations.

**Recommending:**

1. **THAT** Council consider funding for the installation of Netball and Basketball hoops in future capital works budget processes.
2. **THAT** Council consider installing Netball and/or Basketball hoops at the following locations:
  - Brightmore Reserve;
  - Bradfield Plaza;
  - Bradfield Park Central (synthetic surface);
  - St Leonards Park; and
  - Waverton Bowling Club.

A Motion was moved by Councillor Gibson and seconded by Councillor Brodie,

1. **THAT** Council allocate funding for the installation of Netball and Basketball hoops in future capital works budget processes.
2. **THAT** Council install Netball and Basketball hoops at the following locations:
  - Brightmore Reserve;

*This is Page No 2 of the Minutes of the Sport and Recreation Reference Group Meeting held on Monday, 16 March 2020.*

- Bradfield Plaza;
- Bradfield Park Central (synthetic surface);
- St Leonards Park;
- Forsyth Park;
- Anderson Park; and
- Waverton Bowling Club.

Voting was unanimous.

**Resolved to recommend:**

**1. THAT** Council allocate funding for the installation of Netball and Basketball hoops in future capital works budget processes.

**2. THAT** Council install Netball and Basketball hoops at the following locations:

- Brightmore Reserve;
- Bradfield Plaza;
- Bradfield Park Central (synthetic surface);
- St Leonards Park;
- Forsyth Park;
- Anderson Park; and
- Waverton Bowling Club.

**5. SR04: Tunks Park Sports Turf**

Report of David Manson, Manager Parks & Reserves

This report presents information on the current difficulties that Council's grounds staff are having maintaining a good grass cover on fields 2, 3 and 4 at Tunks Park and provides a recommendation for changing the use of this facility to improve the condition of the fields.

The exclusion of high impact sport at Tunks Park through the period of October to January would result in an income loss of approximately \$20,000.

**Recommending:**

**1. THAT** Council excludes the use of high impact sports at Tunks Park during the October to January period, in line with all other North Sydney sportsfields in order to recover a reasonable coverage of turf through the spring/summer renovation period.

A Motion was moved by Ted Wzientek and seconded by Cameron Herbert,

**1. THAT** Council reduce the use of high impact sports at Tunks Park during the October to January period in order to recover a reasonable coverage of turf through the spring/summer renovation period.

**2. THAT** Council enforce the banning of studded boots as per Council's Booking Policy.

Voting was unanimous.

**Resolved to recommend:**

**1. THAT** Council reduce the use of high impact sports at Tunks Park during the October to January period in order to recover a reasonable coverage of turf through the spring/summer renovation period.

**2. THAT** Council enforce the banning of studded boots as per Council's Booking Policy.

*This is Page No 3 of the Minutes of the Sport and Recreation Reference Group Meeting held on Monday, 16 March 2020.*

**6. General Business**COVID-19

Christine Cannon advised that a number of sports associations met today (16 March 2020) in relation to the current COVID-19 issue. It has been recommended that all Rugby, Netball, Hockey and Basketball matches be suspended until early May 2020. A determination is expected on 17 March 2020.

The Director Open Space & Environmental Services advised that Council is currently reviewing its operations and use of its facilities in relation to this issue.

Junior Hockey for 4-12 Year Old Children

Christine Cannon advised that North Sydney Hockey had initiated a new program to encourage 4 to 12 year old children to try hockey by undertaking small-sided games and offering the first four weeks for free. A modified game will also be offered for children with disabilities. There has been some interest from local schools and a marketing campaign will be undertaken.

Practice Cricket Nets at Forsyth Park

Cameron Herbert requested an update in relation to the proposal to construct practice cricket nets at Forsyth Park (reported to the Sport & Recreation Reference Group on 20 May 2019).

The Director Open Space & Environmental Services advised that the proposal would be unlikely to proceed due to noise concerns in the community surrounding the park.

A Motion was moved by Councillor Keen and seconded by Councillor Gibson,

**1. THAT** Council investigate locations for additional practice cricket nets and provide a further report to the Sport and Recreation Reference Group.

Voting was unanimous.

**Resolved to recommend:**

**1. THAT** Council investigate locations for additional practice cricket nets and provide a further report to the Sport and Recreation Reference Group.

The Meeting concluded at 7.10pm.

---

**CHAIRPERSON**


---

**GENERAL MANAGER**

*This is Page No 4 of the Minutes of the Sport and Recreation Reference Group Meeting held on Monday, 16 March 2020.*

## **9.10. Review of Proposed Infrastructure Contributions System Reforms**

**AUTHOR:** Jayden Perry, Strategic Planner

**ENDORSED BY:** Joseph Hill, Director City Strategy

### **ATTACHMENTS:**

1. Attachment 1 - Comparison Table of Contribution Rates [9.10.1 - 2 pages]

### **PURPOSE:**

Purpose of this report is to review proposed changes to the infrastructure contributions system and determine if Council should make a submission to those proposed changes.

### **EXECUTIVE SUMMARY:**

Following a number of recent State Government led reviews into improving the NSW planning system, including the Kaldas Review, the Department of Planning, Industry and Environment (DPIE) released a package of reforms in relation to the infrastructure contribution system on 15 April 2020 for public comment. The proposed reforms primarily seek to implement some minor short-term amendments with the view to make the system more transparent and easier to use. Comments are invited up until the 12 June 2020, which occurs prior to the consideration of this report.

Council staff submitted a request for an extension to enable a Council endorsed submission to be made. The request for an extension was granted on 11 June 2020 enabling Council to submit an endorsed submission by the 26 June 2020.

These minor reforms are leapfrogging a larger and broader scale review of the entire infrastructure contributions system to be undertaken later this year by the NSW Productivity Commission. This wider review by the Productivity Commission is in its infancy, with only a set of “terms of reference” having been released, with stakeholders, including councils, to be invited to provide comments later in the review.

This report describes the key elements and implications of the proposed changes by DPIE and seeks Council’s endorsement to submit a formal response on the proposed changes to the infrastructure contributions system.

Generally, the majority of the proposed changes will provide greater clarity and accountability to the infrastructure contributions system with little impact on Council and as such are supported in principle. However, there are a several issues which are not supported or require further clarification and or investigation, including:

- The potential for increased audit reporting by councils;
- The need to better define responsibilities between State and Local government;
- The lack of definitions for a number of terms raised in the discussion paper;

- The actioning of certain administrative requirements regarding the operation of infrastructure contributions;
- The retention of State Infrastructure Contributions (SICs) is strongly opposed; and
- The continued capping of infrastructure contributions for residential development which do not take cognisance of the lack of funding available to councils to provide infrastructure for growth considering the cap on Council rates under the Local Government Act.

It is recommended that Council forward an endorsed submission to the DPIE addressing the concerns outlined in this report.

A further detailed review of the changes will be required on commencement to determine the impacts on the function of Council's existing and future infrastructure contribution plans.

#### **FINANCIAL IMPLICATIONS:**

Nil.

#### **RECOMMENDATION:**

- 1. THAT** a Submission to the proposed infrastructure contributions system reforms, be forwarded by Council to the NSW Department of Planning, Industry and Environment, based on the commentary in this report.
- 2. THAT** the General Manager be delegated authority to incorporate any amendments or additions by Council and finalise the submission to be forwarded to the NSW Department of Planning, Industry and Environment.
- 4. THAT** the submission form the basis of any further near-term discussions and negotiations with the Productivity Commission with respect to its review of the infrastructure contributions system.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

1. Our Living Environment
  - 1.3 Quality urban greenspaces
  - 1.4 Public open space and recreation facilities and services meet community needs
2. Our Built Infrastructure
  - 2.1 Infrastructure and assets meet community needs
  - 2.2 Vibrant centres, public domain, villages and streetscapes
3. Our Future Planning
  - 3.1 Prosperous and vibrant economy
  - 3.2 North Sydney CBD is one of NSW's pre-eminent commercial centres
  - 3.4 North Sydney is distinctive with a sense of place and quality design
4. Our Social Vitality
  - 4.2 North Sydney is creative and home to popular events
5. Our Civic Leadership
  - 5.1 Council leads the strategic direction of North Sydney
  - 5.4 Council's service delivery is well supported

## **BACKGROUND**

Over the last few years, the NSW Government has introduced major reforms to the NSW planning system. All have been aimed at delivering greater transparency and efficiency, to bring certainty and trust of the planning process to the people of NSW. The reforms:

- Strengthened the role of the Independent Planning Commission (formally the Planning Assessment Commission) to bring a high level of independence, expertise and transparency to the assessment and determination of significant applications in NSW.
- Introduced the most significant overhaul of the Environmental Planning and Assessment Act 1979 (EP&A Act) since its inception almost 40 years ago. The changes reflected the Government's commitment to thriving and well-designed communities with local character and heritage.
- Made Independent Hearing and Assessment Panels (IHAPs) mandatory for all councils in Sydney and the Wollongong City Council to further guard against corruption and lead to better local planning decisions. IHAPs bring expertise, transparency and integrity to the assessment DAs of significant value in local council areas.
- Established the Greater Sydney Commission to drive a strategic planning focus for the Greater Sydney Region – making Sydney a more productive, liveable and sustainable place to live and work.
- Modernised the Joint Regional Planning Panels to strengthen decision-making on regionally significant development applications and other planning matters.



Following on from these reforms, an independent review was undertaken to review the integrity of decision making and undertake a holistic review of governance across the planning system. In July 2018, Nick Kaldas, former NSW Deputy Police Commissioner and Director of Internal Oversight Services for the UN's Relief Works Agency, was engaged to undertake this governance review of decision-making in the NSW planning system, with the review concluding in December 2018.

The NSW Government has accepted all 19 of the recommendations made in the review, including in the following three recommendations relating to an infrastructure contribution audit:

**Recommendation 10:** That the Department of Planning and Environment consider undertaking an audit of all infrastructure contributions and spending of same in NSW to enable evidence-based decision-making on the collection and monitoring of those contributions.

**Recommendation 11:** That the Department of Planning and Environment update the Practice Note for Voluntary Planning Agreements to ensure consistency and transparency. To ensure Councils consider the Practice Note when negotiating or preparing a Voluntary Planning Agreement, the Minister consider issuing a Ministerial Direction requiring Councils to have regard to the Practice Note.

**Recommendation 12:** The updated Voluntary Planning Agreement framework should also include requirements for reporting and auditing where the funds are being allocated. This will further ensure transparency, compliance and accountability.

The NSW Productivity Commissioner will be conducting a holistic review of the infrastructure contributions system to determine whether it meets the objectives of certainty and efficiency, while delivering public infrastructure to support development. It is expected that this review will recommend options for reform that are aimed at delivering a principles-based system to provide the infrastructure needed to match growth. This could include proposed changes to the EP&A Act and to other legislation that impacts infrastructure funding.

In support of the NSW Productivity Commissioner's review, the NSW Department of Planning, Industry and Environment (DPIE) is proposing some minor updates to the planning system that can be implemented in the short term to make it more transparent and easier to use, whilst waiting for the broader scale reforms to be considered.

## CONSULTATION REQUIREMENTS

Community engagement is not required.

## DETAIL

### 1. Description

On 15 April 2020, the DPIE commenced the public exhibition of a package of five (5) documents proposing minor updates to the infrastructure contribution system that can be implemented in the short term to make it more transparent and easier to use. The proposed changes comprise:

- Draft planning agreements policy framework
- Improving the review of local infrastructure contributions plans - discussion paper
- Criteria to request a higher s7.12 percentage - discussion paper
- Draft special infrastructure contributions (SIC) guidelines
- Proposed amendments to the Environmental Planning and Assessment Regulation 2000 (EP&A Regulation)

Copies of the exhibition documents are available via the following links:

- <https://www.planningportal.nsw.gov.au/draftplans/under-consideration/draft-planning-agreements-policy-framework>
- <https://www.planningportal.nsw.gov.au/draftplans/under-consideration/improving-review-local-infrastructure-contributions-plans-discussion><https://www.planningportal.nsw.gov.au/draftplans/under-consideration/criteria-request-higher-s712-percentage-discussion-paper>
- <https://www.planningportal.nsw.gov.au/draftplans/under-consideration/draft-special-infrastructure-contributions-sic-guidelines>
- <https://www.planningportal.nsw.gov.au/draftplans/under-consideration/proposed-amendments-epa-regulation>

The exhibition documents are discussed in detail below, including an outline of the proposed changes, the nature of impacts that the proposed changes to the infrastructure contributions system will have on Council and whether the proposed changes can be supported or not.

### 2. Assessment

#### 2.1 Planning Agreements

Planning agreements (sometimes referred to as voluntary planning agreements -VPAs) are used widely in the planning system as a tool for delivering innovative or complex infrastructure and public benefit outcomes in connection with planning proposals and development applications.

They provide a way for planning authorities and developers to negotiate flexible outcomes in respect of development contributions and enable the NSW planning system to deliver sustainable development while achieving key economic, social and environmental objectives.

The DPIE has released a new draft Planning Agreements Practice Note in order to provide guidance on matters relating to planning agreements, and an accompanying draft Ministerial

Direction pursuant to s.7.9 of the EP&A Act which will require councils to have regard to the new Practice Note when negotiating or preparing a planning agreement. The draft Practice Note states that Planning Authorities and developers that are parties to planning agreements should adhere to the following fundamental principles:

- Planning authorities should always consider a proposal on its merits, not on the basis of a planning agreement;
- Planning agreements must be underpinned by proper strategic land use and infrastructure planning carried out on a regular basis and must address expected growth and the associated infrastructure demand;
- Strategic planning should ensure that development is supported by the infrastructure needed to meet the needs of the growing population;
- The progression of a planning proposal or the approval of a development application should never be contingent on entering into a planning agreement;
- Planning agreements should not be used as a means of general revenue raising or to overcome revenue shortfalls;
- Planning agreements must not include public benefits wholly unrelated to the particular development; and
- Value capture should not be the primary purpose of a planning agreement.

It is specifically noted that affordable housing would no longer be able to be provided for under a planning agreement. Instead, it is recommended that affordable housing is only to be levied for through SEPP 70 - Affordable Housing (Revised Schemes).

**Comment:**

The draft Practice Note is generally supported as it provides increased clarity and direction around planning agreements. Council currently has a comprehensive Voluntary Planning Agreements Policy which is largely consistent with the outcomes expected from the draft Practice Note.

Council's VPA policy currently allows for the delivery of affordable housing under a VPA, which would be removed if the draft Practice Note comes into force unamended. Whilst it is acknowledged that there exists other mechanisms for the provision of affordable housing, including SEPP 70 - Affordable Housing (Revised Schemes), it is considered that VPAs still provide an agile mechanism to deliver site specific affordable housing in appropriate locations. The reliance on mechanisms such as SEPP 70 will not ensure the quick delivery of such infrastructure, especially when there is a chronic shortage of such housing. This is due to the long lead in time for councils to have SEPP 70 apply to their LGAs and long accumulation rate to generate sufficient funds to deliver such housing. Therefore, it is recommended that affordable housing remain as a viable option in the administering of planning agreements.

There are also questions with regard to the proposed requirements to undertake additional reporting/auditing relating to VPAs which have the potential to place additional administrative costs on a council. Whilst the need for additional reporting is supported in principle to ensure appropriate clarity and transparency in the delivery of such infrastructure, it should be ensured that councils have the ability to recoup these additional costs associated with the proposed reporting.

### **Recommendation:**

It is recommended that Council's submission support in principle the intent and content of the draft Practice Note, however request that the ability to provide affordable housing through a VPA be retained and enable councils to have the ability to recoup any additional costs associated with proposed reporting.

## **2.2 Local Infrastructure Plans – Review System**

Section 7.11 of the EP&A Act allows councils to levy contributions towards the cost of providing local infrastructure. Councils levy contributions through local infrastructure contributions plans which identify the infrastructure needed to support new development, how much it costs and how those costs will be shared. These types of infrastructure contributions plans are heavily based on demonstrating a “nexus” or relationship between the infrastructure to be provided and the demand generated for that new infrastructure by new development.

In 2008, the Minister for Planning made a Direction under the EP&A Act (which has since been amended on a number of occasions) whereby infrastructure contributions for residential development under a s.7.11 local infrastructure contributions plan could not exceed the thresholds set out in the Direction. However, councils could apply to seek levy infrastructure contributions greater than the threshold caps subject to successfully passing through a review process overseen by the Independent Pricing and Regulatory Tribunal (IPART). The thresholds currently are:

- \$30,000 per lot/dwelling in identified urban release/greenfield areas; or
- \$20,000 per lot/dwelling in any other location.

A \$20,000 threshold cap applies to the North Sydney LGA. Council initially sought approval to levy local infrastructure contributions under its current plan above these threshold caps in 2010. However, that request was refused. Accordingly, Council has been required to apply the mandated threshold caps at the non-indexed rate since 2010.

The DPIE has issued a Discussion Paper which proposes a number of changes to the thresholds and IPART review process as outlined in the following subsections.

### **2.2.1 Increase the value thresholds that trigger the review process**

The current \$20,000 and \$30,000 thresholds have not changed since their introduction in 2008. This means that their value has continuously fallen in real terms for the past 12 years, while capital works and land acquisition costs have continued to increase and often quicker than averaged inflation rates.

There is a risk that eventually, as costs continue to increase due to inflation and other factors, the value threshold will mean most s.7.11 local infrastructure contribution plans will be unable to deliver the full scope of works within their local infrastructure contribution plans, without funds being obtained elsewhere (such as general revenue) to make up the short fall resulting from the implementation of the caps.

As such, the Department has proposed the following three options to remedy the situation:

1. Index the existing \$20,000 and \$30,000 per lot/dwelling thresholds by the ABS Consumer Price Index - All Groups Sydney (CPI) from June 2010 to the latest available quarter.
2. Increase the thresholds to \$35,000 per lot/dwelling and \$45,000 per lot/dwelling in greenfield (urban release areas).
3. Implement one single threshold of \$45,000 for all IPART reviewed contributions plans.

**Comment:**

An increase to the current threshold amounts is strongly supported in any form, regardless of which option is chosen. However, if no change is made, the current threshold caps will contribute to delaying the delivery of essential community infrastructure, as it will place increased financial burdens on councils to meet those costs through other means (such as general revenue) or resulting in the ongoing deterioration of existing community infrastructure as the population increases.

A comparison of the current thresholds and the proposed options against Council's current s.7.11 local infrastructure contributions plan is illustrated in the Tables to Attachment 1.

**Option 1** (indexing the threshold cap by CPI) would result in the current \$20,000 threshold cap that applies to North Sydney being increased to \$24,247 (June 2019 quarter) or \$24,560 based on the most current March 2020 quarter. This will not enable Council to levy the full (uncapped) amount for all residential development types under its current local infrastructure contributions plan without first needing to undergo an IPART review. Under the current threshold cap that applies to Council, 16 residential development types are impacted by the \$20,000 threshold cap. If contributions were to be indexed by the CPI as per this option, that number reduces to 9 residential development types affected by the cap under Council's contribution plan. As most councils currently index their contribution amounts per CPI this option has the potential to further reduce the number of development types that would be affected by the revised threshold cap.

However, the application of the proposed CPI index alone does not fully reflect the actual increase in infrastructure delivery and land costs, as the proposed index is based on increases in general household expenditure. The cost of infrastructure delivery would increase at a higher rate than the standardised CPI and therefore would result in more types of development exceeding the cap over time. This is evident when comparing the CPI applied to Infrastructure delivery - "Roads and Bridges". Utilising the Roads and Bridges CPI would see the \$20,000 cap rise to \$26,128 (March 2020 quarter). Therefore, if a base CPI is to be used, it is preferable to use the Infrastructure delivery - "Roads and Bridges", rather than the CPI relating to household expenditure. Applying the Roads and Bridges CPI would see the number of affected residential development types reduce to 8 residential development types being affected.

Furthermore, if consideration is given to the 2010 value of the threshold cap amounts in today's terms, that amount reduces to approximately \$16,300. This results in an even bigger shortfall in funds through s.7.11 of the EP&A Act to deliver the infrastructure identified in Council's contribution plan, resulting in the need to draw from Council's general revenue, leaving less funds for other essential works. Accordingly, this option is not supported.

**Option 2** (increasing the thresholds to \$35,000) would similarly not enable Council to levy the full (uncapped) amount of its current local infrastructure contributions plan without the need to undergo an IPART review for some residential development types. In particular, it would

reduce the number of affected residential development types to only 2 under our current contributions plan. This would have the benefit in delivering more of the local infrastructure works outlined within the contributions plan.

**Option 3** (increasing the cap to \$45,000) would enable Council to levy the full amount for all residential development types under its current local infrastructure contributions plan and remove any need to undertake an IPART review. It would also provide for a simple, State-wide approach that would facilitate the delivery of community infrastructure which best reflects the real cost of infrastructure delivery.

### **Other Factors**

The tempering of a council's ability to deliver essential infrastructure through the contributions system under the EP&A Act, particularly the capping of contribution rates, has required councils to fund the shortfalls not originally anticipated when a relevant contribution plan had been prepared. This has typically resulted in the funding of this infrastructure shortfall from general revenue resources.

However, the DPIE should be made cognisant that rate capping under the Local Government Act applying since 1977, makes no allowance for councils to raise general rate revenue to provide new essential/community infrastructure necessary to support population growth. As such, any change to the current thresholds to cap infrastructure contributions should ensure that this matter is considered in the calculation of any such threshold.

### **Recommendation:**

It is recommended that Council's submission strongly support the implementation of Option 3 which proposes to increase the cap to \$45,000 per dwelling / lot for all contribution plans. The submission should also make known the difficulty that councils face in funding infrastructure through internal revenue given the rate capping applying since 1977 makes no allowance for councils to raise general rate revenue to provide new essential/community infrastructure necessary to support growth. Furthermore, the submission should bring to the DPIE's attention the identify the relative loss in value of money since 2010, which exacerbates the shortfalls in funding of infrastructure.

### **2.2.2 Implement an annual indexation mechanism for the thresholds that trigger the review process, based on the CPI.**

Notwithstanding which option the DPIE adopts with regards to infrastructure contribution thresholds, it is necessary that the thresholds themselves also be subject to indexation to ensure they keep pace with inflationary costs on an ongoing basis. The DPIE indicates that the CPI (All Groups Sydney) is a well-understood and widely used index and as such has proposed that this be used to as an index mechanism for thresholds that trigger the review process.

### **Comment:**

Whilst it is agreed that it is necessary for the thresholds to be indexed to account for inflation, it is noted in the Discussion Paper that the Road and Bridge Construction Costs Index from the ABS series 6427.0 - Producer Price Indexes, Australia has persistently increased faster than inflation. In addition, rate of inflation of land acquisition costs has also far exceeded the CPI rate. As such it is not agreed that the CPI – All Groups Sydney is an appropriate mechanism to use when indexing the contribution threshold when considering the cost of delivering infrastructure on average has been rising at a higher rate than the CPI.

**Recommendation:**

It is recommended that Council's submission request either the Road and Bridge Construction Index (NSW), or a similar index based on capital infrastructure costs be used to index the contribution cap threshold on an ongoing basis, as this index more accurately reflects the inflationary costs of capital infrastructure than CPI.

**2.2.3 Review the IPART terms of reference**

The IPART terms of reference were established at the same time as the maximum caps on infrastructure contribution rates for residential development were applied in 2008 and subsequently updated in 2018. Should a council seek to impose contributions higher than the cap through a local infrastructure contributions plan under s.7.11 of the EP&A Act, it triggers a need for that contributions plan to be reviewed and approved by IPART with the proposed amendments to the thresholds which triggers an IPART review, the context and purpose of the review process has changed and as such, the terms of reference are also proposed to be updated to reflect this as follows:

- Clarify the purpose of the terms of reference and removing duplications with the practice note to ensure the practice note remains the source of detailed guidance on the review process;
- Consider introducing a targeted review of additional information to facilitate quicker review in situations where a plan has already been reviewed, allowing a targeted review rather than requiring IPART to review the whole plan when additional information is supplied;
- Simplify consultation requirements so that IPART is only required to consult with the relevant council. While IPART may still consult with other parties as appropriate on a case by case basis and as detailed in the practice note, the updated terms of reference would not make this a requirement; and
- Modernise and clarify wording, references and definitions.

**Comments:**

The review of the IPART terms of reference to address proposed changes is generally supported. This will result in a review process that better reflects the current infrastructure contribution system and will provide more specific guidance with reference to reviews that are based on contribution amounts keeping pace with the real cost of development for which CPI may not account for.

**Recommendation:**

It is recommended that Council generally support the proposed amendments to the the IPART terms of reference.

**2.2.4 Remove existing exemptions to the review process, known as grandfathered contributions plans**

Currently the review process and the essential works list do not apply to land identified in Schedule 1 of the Ministerial Direction. The Discussion Paper proposes to cease the grandfathering of contribution plans listed under Schedule 1 as it is no longer appropriate to

exempt these local infrastructure contribution plans from the review process considering the proposed suite of changes to the contributions system.

**Comment:**

North Sydney Council's local infrastructure contributions plan is not listed within Schedule 1 to the Direction and as such would not be impacted by the proposed changes. However, the changes are generally supported on the basis that they provide a more consistent approach to the contributions system.

**Recommendation:**

It is recommended that Council's submission raise no objection to the removal of current exemptions to the review process.

**2.2.5 Remove existing requirement for councils to re-exhibit an IPART reviewed contributions plan following the receipt of advice from the Minister's nominee.**

In preparing a local infrastructure contributions plan subject to an IPART review, councils must first publicly exhibit a contributions plan for a minimum of 28 days and consider any submissions received. The plan is then reviewed by IPART and then must be re-exhibited prior to releasing IPART's final recommendations. It is proposed to amend the EP&A Regulation to remove the requirement for a council to re-exhibit an IPART reviewed contributions plan.

**Comment:**

The re-exhibition of contribution plans following an IPART review adds significant time and administrative burden on a council when in reality any plan reviewed by IPART is not significantly altered from the originally exhibited plan. This has no real implications for Council.

**Recommendation:**

It is recommended that Council's submission support the removal of the requirement to re-exhibit contribution plans following IPART review.

**3.1 Criteria to request higher rate in s.7.12 Plans**

Section 7.12 of the EP&A Act enables councils to apply a fixed development levy based on a percentage cost of a proposed development and is one of several mechanisms available to local councils to fund local infrastructure. The premise of a simple low flat percentage charge is that s.7.12 contributions do not require the identification of a connection (i.e. a "nexus") between development which is required to pay the levy and the object of the expenditure of the levy.

As a default, the EP&A Regulation sets out mandated rates to be applied for developments affected by a s.7.12 local infrastructure contributions plan. This generally comprises of no rate applying for developments up to the value of \$100,000, 0.5% for developments between \$100,000 and \$200,000 and a maximum of 1% above \$200,000. However, there are mechanisms that allow this maximum rate to be exceeded subject to undertaking detailed studies to justify a higher rate. The Discussion Paper seeks feedback on a series of criteria to improve decision-making in relation to council requests to increase the maximum percentage for s.7.12 levies. It is noted that DPIE has no intention to change the current standard maximum



percentage of 1% for s.7.12 plans. The proposed criteria outlined in the Discussion Paper are based on three key principles whereby an increase the maximum percentage is sought:

1. The area being proposed for a higher maximum percentage levy must be identified in a strategic plan as a strategic centre, local centre or economic corridor;
2. It must have an existing or identified potential for significant employment growth; and
3. Planning controls will need to reflect and support the planned increase in population and employment capacity of the identified area.

**Comment:**

At present, there is little to no guidance with respect to seeking an increase in the maximum percentage rate applying under a s.7.12 infrastructure contributions plan. Accordingly, the intent to provide criteria and guidelines is strongly supported.

This change will not directly impact on Council's existing s.7.11 infrastructure contributions plan. However, it is noted that the North District Plan identifies North Sydney CBD and St Leonards / Crows Nest as being within the Eastern Economic Corridor and identifies Neutral Bay and Cremorne as Local Centres. As such these areas would be considered eligible for a higher s.7.12 % levy to be applied, should a s.7.12 infrastructure contribution plan be developed for these areas in the future. Council's Housing Strategy identifies these areas as having the potential to accommodate additional growth. However, it is likely that the cost of infrastructure provision in this areas would exceed the proposed implementation of a maximum 3% , if Council were to adopt a s.7.12 infrastructure contributions plan. It is noted that Burwood Council has already obtained a percentage levy of 4% for the Burwood Town Centre, which is higher than the proposed 3% . No justification has been given to why it has been capped at 3%. It is therefore recommended that Council encourage the Department to consider removing the maximum cap or adopt an additional or different set of criteria if a council seeks to impose a levy more than 3%.

Council is currently reviewing and investigating how it may levy infrastructure contributions in the future and could use these guidelines as an indication as to what may need to be considered if a higher percentage rate is sought under such a plan.

**Recommendation:**

It is recommended that Council's submission generally support the establishment of criteria for seeking a higher maximum percentage levy under s.7.12 of the EP&A Act. The submission should also request the removal of the maximum 3% cap when seeking to impose a higher percentage levy and/or incorporate additional criteria to be met.

**4.1 Special Infrastructure Contributions (SICs)**

Special Infrastructure Contributions (SICs) are a key part of the State developer contributions framework and operate under Division 7.1 Subdivision 4 of the EP&A Act. A SIC is paid by developers to help fund key elements of state and regional infrastructure in growing areas of Greater Sydney and regional NSW. There is currently little to no formal guidance regarding the implementation and administration of SICs outside of the Act and Regulations. Accordingly, the DPIE has published a draft Special Infrastructure Contribution Guideline in order to provide clarity on:

- The purpose and objectives of the SIC framework applying to current SICs (particularly how to manage expenditure) and the development and implementation of prospective SICs.
- The key principles guiding the State Government in implementing and administering the SIC framework.
- The method for determining a new SIC.
- The process for allocating SIC revenue to infrastructure investment once a SIC has been determined.

**Comment:**

Special Infrastructure Levies (SICs) significantly weaken council led community-endorsed placemaking plans for an area by reducing, or potentially eliminating, the ability of councils to negotiate planning agreements with developers to fund works to meet the demand of the local community. The premise of local infrastructure contributions is to deliver infrastructure in an area of identified need in a timely fashion. Establishing an additional mechanism at the state level will result in the compromised delivery of infrastructure that is poorly aligned with local needs. As such Council is strongly opposed to the retention of SICs.

With regard to the proposed guidelines, there is currently little to no guidance regarding the implementation and operation of SIC and as such, the intent of the proposed guidelines is supported, should such a system be retained.

Despite council's position relating to the retention of a SIC system, there still remains questions around the operation and administration of SICs. It is unclear as to whether the application of a SIC should be identified on a Planning Certificate, given this is something that will contribute to the overall cost and feasibility of development on a site. In relation to administrative costs, the rate is significantly higher for a SIC than for a traditional s.7.11 or s.7.12 infrastructure contributions plan and this needs to be addressed. Questions are also raised around definitions of terms outlined in the draft Guideline, including 'SIC Determination' and 'state planning agreements'.

Also of note, is the blurred responsibilities between the State Government and Council in relation to SICs. Greater clarity is required to clearly determine the responsibility in the operation and administration of SICs in order to ensure accountability is clear. It is also contested that the 'preparation of business cases' should not be funded by SIC revenue. The SIC is meant to be linked to an identified list of works that is to be constructed/delivered. If a business case cannot be supported for that infrastructure, there are questions over transparency as to what the funds which have already been collected would be used for.

A draft SIC is proposed to be applied to St Leonards and Crows Nest and was exhibited in February of 2019, with it being expected that the final version will come into effect sometime this year. It should be noted that Council made a submission to DPIE regarding the implementation of this SIC and raised the following concerns:

- The proposed new state levy significantly weakens Council's community-endorsed placemaking plans for the area by reducing, or potentially eliminating, Council's ability to negotiate planning agreements with developers to fund the works;
- Over 60% of funds raised by the new state levy have been allocated to the Willoughby LGA, despite contributing very little new development capacity compared to North Sydney and Lane Cove Councils.

Furthermore, several planning proposals have been required to adopt a SIC clause under NSLEP 2013, despite there being limited information as to what the SIC funds will actually deliver and the SIC not having been formally adopted.

### **Recommendation**

It is recommended that Council's submission strongly oppose the ongoing implementation of SICs. In the event that SICs are to be retained it is recommended that Council's submission reinforce the need for the preparation of SIC guidelines, with additional clarification provided on the matters raised above.

## **5.1 Regulation Amendments**

The EP&A Act and the EP&A Regulation set out the statutory requirements for infrastructure funding contribution collection and use in NSW. The EP&A Regulation sets out a scheme where infrastructure costs are passed on in an equitable manner. The DPIE is proposing to make changes to the EP&A Regulation aimed at:

- Providing greater direction and transparency in the practical application of the contributions framework.
- Improving accountability and monitoring within the contributions framework.
- Facilitating necessary probity and governance including auditing.
- Promoting efficient infrastructure provision for development.

In particular, these changes would require councils to:

1. Improve reporting on development contributions by requiring councils to report in more detail on contributions such as specific projects and locations, types of contribution made and requiring plans, indexation of rates and contributions registers to be made available to the public on the web.
2. Improve reporting on contributions received via planning agreements including the nature of contributions made under an agreement and to publish a register of planning agreements and annual reports relating to these agreements.
3. Streamline the process for making a contribution plan following receipt of the Minister's (or Minister's nominee) advice by removing the need for the plan to be re-exhibited.

### **Comment:**

The proposed increase in transparency and accountability relating to infrastructure contributions and planning agreements is strongly supported as is the streamlining of the plan making process. North Sydney Council currently keeps a register of contributions and has a good record of expending contribution money as required.

There is however a number of concerns regarding the proposed increase in reporting of the contributions system, particularly due to the significant administrative burden it will place on Council. It is suggested that these actions be incorporated into any new contributions plan as part of the "administrative costs", such that these additional costs can be recouped.

### **Recommendation:**

It is recommended that Council support the proposed changes to the EP&A Regulation however request that the newly required reporting mechanisms be incorporated into any new contributions plan as part of the "administrative costs", such that they can be recouped.

## **CONCLUSION**

This report has identified the range and nature of impacts that the proposed changes to the infrastructure contributions system will have on North Sydney Local Government Area. In general, the majority of proposed changes provide greater clarity and accountability to the infrastructure contributions system and will have little impact on Council and as such are supported.

Notwithstanding this there exists a number of areas that need further clarification or resolution and these have been discussed in detail in the above report and are recommended for inclusion in Council's submission to the Department.

# Attachment 1 - Comparison Table of Contribution Rates

Current Residential Rates						
Proposed Cap Option		Current Cap of \$20,000				
North Sydney Contribution amounts affected		16				
Location	Dwelling size	bedsit	1 bed	2 bed	3 bed	4+bed
All Other Areas	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 11,166.23	\$ 15,499.38	\$ 19,832.57	\$ 27,415.60
	RFBs	\$ 9,582.97	\$ 11,249.57	\$ 14,416.10	\$ 18,499.29	\$ 22,999.09
North Sydney	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,454.09	\$ 18,675.07	\$ 23,896.09	\$ 33,032.81
	RFBs	\$ 11,546.43	\$ 13,554.51	\$ 17,369.83	\$ 22,289.63	\$ 27,711.41
St Leonards	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,692.73	\$ 19,006.32	\$ 24,319.95	\$ 33,618.73
	RFBs	\$ 11,751.24	\$ 13,794.92	\$ 17,677.93	\$ 22,684.99	\$ 28,202.93

Current Residential Rates						
Proposed Cap Option 1		Current Cap of \$20,000 x Cpi - \$24,560				
North Sydney Contribution amounts affected		8				
Location	Dwelling size	bedsit	1 bed	2 bed	3 bed	4+bed
All Other Areas	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 11,166.23	\$ 15,499.38	\$ 19,832.57	\$ 27,415.60
	RFBs	\$ 9,582.97	\$ 11,249.57	\$ 14,416.10	\$ 18,499.29	\$ 22,999.09
North Sydney	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,454.09	\$ 18,675.07	\$ 23,896.09	\$ 33,032.81
	RFBs	\$ 11,546.43	\$ 13,554.51	\$ 17,369.83	\$ 22,289.63	\$ 27,711.41
St Leonards	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,692.73	\$ 19,006.32	\$ 24,319.95	\$ 33,618.73
	RFBs	\$ 11,751.24	\$ 13,794.92	\$ 17,677.93	\$ 22,684.99	\$ 28,202.93

Current Residential Rates						
Cap based on Roads and Bridges Index		Increase Current Cap of \$20,000 x Roads & Bridges Cpi - \$26,128				
North Sydney Contribution amounts affected		8				
Location	Dwelling size	bedsit	1 bed	2 bed	3 bed	4+bed
All Other Areas	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 11,166.23	\$ 15,499.38	\$ 19,832.57	\$ 27,415.60
	RFBs	\$ 9,582.97	\$ 11,249.57	\$ 14,416.10	\$ 18,499.29	\$ 22,999.09
North Sydney	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,454.09	\$ 18,675.07	\$ 23,896.09	\$ 33,032.81
	RFBs	\$ 11,546.43	\$ 13,554.51	\$ 17,369.83	\$ 22,289.63	\$ 27,711.41
St Leonards	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,692.73	\$ 19,006.32	\$ 24,319.95	\$ 33,618.73
	RFBs	\$ 11,751.24	\$ 13,794.92	\$ 17,677.93	\$ 22,684.99	\$ 28,202.93

Current Residential Rates						
Proposed Cap Option 2		Increase Current Cap of \$20,000 to \$35,000				
North Sydney Contribution amounts affected		2				
Location	Dwelling size	bedsit	1 bed	2 bed	3 bed	4+bed
All Other Areas	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 11,166.23	\$ 15,499.38	\$ 19,832.57	\$ 27,415.60
	RFBs	\$ 9,582.97	\$ 11,249.57	\$ 14,416.10	\$ 18,499.29	\$ 22,999.09
North Sydney	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,454.09	\$ 18,675.07	\$ 23,896.09	\$ 33,032.81
	RFBs	\$ 11,546.43	\$ 13,554.51	\$ 17,369.83	\$ 22,289.63	\$ 27,711.41
St Leonards	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,692.73	\$ 19,006.32	\$ 24,319.95	\$ 33,618.73
	RFBs	\$ 11,751.24	\$ 13,794.92	\$ 17,677.93	\$ 22,684.99	\$ 28,202.93

Current Residential Rates						
Proposed Cap Option 3		Increase Current Cap of \$20,000 to \$45,000				
North Sydney Contribution amounts affected		0				
Location	Dwelling size	bedsit	1 bed	2 bed	3 bed	4+bed
All Other Areas	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 11,166.23	\$ 15,499.38	\$ 19,832.57	\$ 27,415.60
	RFBs	\$ 9,582.97	\$ 11,249.57	\$ 14,416.10	\$ 18,499.29	\$ 22,999.09
North Sydney	Dwelling houses	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	Semi Detached, Town Houses, Villas	N/A	\$ 13,454.09	\$ 18,675.07	\$ 23,896.09	\$ 33,032.81
	RFBs	\$ 11,546.43	\$ 13,554.51	\$ 17,369.83	\$ 22,289.63	\$ 27,711.41

<b>St Leonards</b>	<b>Dwelling houses</b>	N/A	\$ 11,999.53	\$ 15,582.72	\$ 21,249.18	\$ 27,998.91
	<b>Semi Detached, Town Houses, Villas</b>	N/A	\$ 13,692.73	\$ 19,006.32	\$ 24,319.95	\$ 33,618.73
	<b>RFBs</b>	\$ 11,751.24	\$ 13,794.92	\$ 17,677.93	\$ 22,684.99	\$ 28,202.93

## **9.11. Tender No. 1/2021 - Schedule of Rates Contract for Civil Works**

**AUTHOR:** Robert Esdaile, Engineering Project Manager

**ENDORSED BY:** Duncan Mitchell, Director Engineering Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report is to provide Council with an analysis of the tender process for Tender No. 1/2021-Schedules of Rates Contract for Civil Works.

### **EXECUTIVE SUMMARY:**

Tenders were called and were received until 4.00pm on 30 April 2020 to carry out repairs to Council's infrastructure assets and provide various services on a schedule of rates basis over a two-year period. This report recommends the successful tenderers be shortlisted on Council's Panel for the next two financial years with the option to extend the Contract, at the Principal's sole discretion, for two further periods of one year each.

### **FINANCIAL IMPLICATIONS:**

Projects and Programs undertaken through this Annual Schedule of Rates Contract will be funded in accordance with Council's Delivery Program and adopted Budget.

### **RECOMMENDATION:**

- 1. THAT** Council accept the short-listed tenderers as outlined in Table 1 of this report for Tender No. 1/2021 – Schedule of Rates Contract for Civil Works.
- 2. THAT** the Director of Engineering and Property Services is the delegated Authority to extend the Contract options as per the tender documents for two periods of one year each.
- 3. THAT** the General Manager be authorised to take any necessary action to implement the decision including entering associated contracts.
- 4. THAT** once Council has executed the Contract, information relating to the successful tender be published in Council's Register of Contracts as required by *Government Information (Public Access) Act 2009 - Part 3 Division 5 - Government Contracts With Private Sector*.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **2. Our Built Infrastructure**

#### **2.1 Infrastructure and assets meet community needs**

## **BACKGROUND**

Since 1993, North Sydney Council has tendered a Schedule of Rates contract for civil works on an annual basis and then switched to a biennial basis in 2011.

During the two years of the current Schedule of Rates Contract (1/2019), the Engineering & Property Services Department has let over 500 projects to a total value of approximately \$12m.

This contract will run for a two-year period from 1 July 2020 with an option for the Principal, at their sole discretion, to extend the Contract for two periods of one year each. A CPI increase of 1.75% will be applied after the first 12 months of operation to allow for inflation and building escalation costs.

Tenderers were required to submit rates on either selected works or all works as listed in the following categories:

### **PART 1 - CIVIL WORKS**

Stormwater Drainage

Road Reconstruction – Asphalt & Concrete

Kerb & Gutter

Footpaths

- Concrete and asphalt
- Concrete precast paving
- Granite Paving

Stairway Construction

- Concrete
- Sandstone

### **PART 2 - LINEMARKING & SIGN POSTING**

### **PART 3 – STREET FURNITURE & FENCES**

- a. Street Furniture
- b. Fencing

### **PART 4 – RETENTION AND ROAD BARRIERS**

- a. Reinforced Soil Retaining Wall
- b. Sandstone Block Retaining Wall
- c. Reinforced Concrete Blockwork Retaining Wall
- d. Rock Face Stabilisation
- e. Wire Rope Barrier (Non-Rigid)



f. Steel Rail Barrier (Rigid)

## PART 5 – MINOR REPAIRS & RESTORATIONS

- a. Concrete Footpaths
- b. Concrete Kerb & Gutter
- c. Paving & Planter Boxes

This tender allows Council the flexibility to engage approved contractors from a Panel to complete a variety of minor and major projects throughout the year within the local government area.

### TENDERS RECEIVED

The methodology adopted to undertake the tender evaluation of Tender 1/2021 was based on selection criteria outlined in the tender documents and in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

Tenders were called and closed at 4pm, 30 April 2020. Thirty Seven (37) submissions were received by the appointed time. Listed in **strict alphabetical order**, the tenderers were:

<b>Tenderer</b>
Advanced CCC Pty Ltd
Ally Property Services Pty Ltd
Anzellotti Constructions Pty Ltd
Bedrule Pty Ltd
Byrne Civil Engineering Constructions Pty Ltd
Citywide Civil Works Pty Ltd
Citywide Service Solutions Pty Ltd
Civeco Pty Ltd
Civil Connect Group Pty Ltd
Civil Streetscapes Pty Ltd
Civil Works NSW Pty Ltd
Civotek Pty Ltd
CMS Construction Maintenance Services Pty Ltd
Complete Linemarking Services Pty Ltd
Convil Group Pty Ltd
D & M Excavations & Asphaltting Pty Ltd
D Digian Company
Ezypave Pty Ltd
Kelbon Project Services Pty Ltd
Mack Civil Pty Ltd
Masport Pty Ltd
Mecfab Holdings Pty Ltd
North Shore Paving Co Pty Ltd
NSW Kerbing Pty Ltd
Planet Civil Pty Ltd

Resco Civil Pty Ltd
Retaining Specialists Pty Ltd
RL Civil Works Pty Ltd
Rockpave Civil Pty Ltd
Sam The Paving Man Pty Ltd
Shamrock Developments International Pty Ltd
South Syd Concrete Pty Ltd
State Civil Pty Ltd
Stateline Asphalt Pty Ltd
Total Drain Cleaning Services
United Stone Australia Pty Ltd
Whittaker Civil Pty Ltd

## CONSULTATION REQUIREMENTS

Community engagement is not required.

## TENDER ANALYSIS

Each of the major categories of works were evaluated and assessed by separate Tender Evaluation Panels comprising three staff members from two Divisions including Engineering and Property Services and Open Space & Environmental Services.

The tender process has been reviewed and endorsed by Council’s Procurement Panel for adherence to the Procurement Policy.

Prior to the tender closing date, appropriate weightings were allocated against each of the above selection criteria as outlined below.

Criteria
Priced Items
Non-Priced Items
- Demonstrated Capacity, Experience & Technical Ability
- Demonstrated Commitment to Sustainability Principles

*The tender documentation stipulated that a number of tenderers will be shortlisted on Council’s panel of Contractors in each major category of work to undertake works throughout the Contract period.*

Based on the above selection criteria, it is recommended that the tenderers listed in Table 1 below be shortlisted on the Panel. ***Tenderers have been listed in alphabetical order.***



**Table 1 – Panel of Contractors for the Schedule of Rates Contract 1/2021**

Contract 1/2021 - Schedule of Rates Contract for Civil Works Panel of Contractors (1 July 2020 - 30 June 2022)								
	Contractor 1	Contractor 2	Contractor 3	Contractor 4	Contractor 5	Contractor 6	Contractor 7	Contractor 8
<b>Part 1 - Civil Works</b>								
Stormwater Drainage	Ally Civil	Anzellotti Constructions	Civil Streetscapes	Civotek	Ezypave	Shamrock Developments International	State Civil	Stateline Asphalt
Road Reconstruction	Citywide Service Solutions	Civotek	Ezypave	North Shore Paving	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt
Kerb & Gutter	Ally Civil	Anzellotti Constructions	Citywide Service Solutions	Ezypave	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt
Concrete Footpath	Ally Civil	Anzellotti Constructions	Civotek	Ezypave	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt
Granite Paving	Anzellotti Constructions	Ezypave	Kelbon Project Services	Sam the Paving Man	Shamrock Developments International	State Civil	Stateline Asphalt	Tobco
Precast Concrete Paving	Ally Civil	Civil Works	Ezypave	Sam the Paving Man	Shamrock Developments International	South Syd Concrete	State Civil	Stateline Asphalt
Concrete Stairs	Anzellotti Constructions	Civotek	Ezypave	Form & Pour Constructions	Mack Civil	Planet Civil	Shamrock Developments International	Tobco
Sandstone Stairs	Anzellotti Constructions	Civil Works	Civotek	Ezypave	Mack Civil	Planet Civil	Shamrock Developments International	Tobco
<b>Part 2 - Linemarking</b>								
Linemarking	Civil Connect Group	Civotek	Complete Linemarking Services	Ezypave	Planet Civil	State Civil	Stateline Asphalt	Tobco
<b>Part 3 - Street Furniture &amp; Fencing</b>								
Street Furniture	Ezypave	Planet Civil	South Syd Concrete	State Civil	Tobco			
Fencing	Civil Works	CMS	Ezypave	South Syd Concrete	State Civil	Tobco		
<b>Part 4 - Retaining Walls &amp; Safety Barriers</b>								
Reinforced Soil	Civil Works	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco		
Sandstone Block	Civil Works	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco		
Reinforced Concrete Blockwork	Anzellotti Constructions	Civil Works	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco	
Rock Face Stabilisation	Civil Works	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco		
Wire Rope Barrier (non rigid)	Civil Works	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco		
Steel Rail Barrier (rigid) on rock	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco			
Steel Rail Barrier (rigid) in soil	Ezypave	Planet Civil	Retaining Specialists	Shamrock Developments International	Tobco			
<b>Part 5 - Minor Repairs &amp; Restoration Works</b>								
Concrete Footpaths	Ally Civil	Anzellotti Constructions	Civotek	Mack Civil	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt
Concrete Kerb & Gutter	Ally Civil	Anzellotti Constructions	Citywide Civil Works	Civil Connect Group	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt

<b>Paving and Planter Boxes</b>	Anzellotti Constructions	Convil Group	Kelbon Project Services	NSW Kerbing	Planet Civil	Shamrock Developments International	State Civil	Stateline Asphalt
---------------------------------	--------------------------	--------------	-------------------------	-------------	--------------	-------------------------------------	-------------	-------------------

### **Selection of a Contractor from Panel**

The methodology adopted by Council to select a contractor for any works under the Schedule of Rates Contract 1/2021 is based on the following criteria:

- (i) Lowest priced contractor for the separable part of works;
- (ii) Demonstrated ability to perform the separable part of work, in respect to quality, reliability and timeliness of work;
- (iii) Value for money; and
- (iv) Contractor availability.

### **Project Program**

This contract period is set for two years starting 1 July 2020 with the option for an extension of two periods of one year each.

Responsible Officer:                      Robert Esdaile, Engineering Project Manager

## **9.12. Tender No. 2/2021 - Schedule of Rates Contract for Infrastructure Property and Repair Services**

**AUTHOR:** Steve Stathis, Contracts Manager

**ENDORSED BY:** Duncan Mitchell, Director Engineering and Property Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report is to provide Council with an analysis of the tender process for Tender 2/2021- Schedules of Rates Contract for Infrastructure Property and Repair Services.

### **EXECUTIVE SUMMARY:**

Tenders were called and were received until 4pm on 29 April 2020 to undertake repairs and preventative maintenance on Council's infrastructure properties and provide various services on a schedule of rates basis over a two (2) year period. This report recommends the successful tenderers to be shortlisted on Council's Panel for the next two financial years with the option to extend the Contract, at the Principal's sole discretion, for two further periods of one year each.

### **FINANCIAL IMPLICATIONS:**

Projects and Programs undertaken through this Annual Schedule of rates contract will be funded in accordance with Council's Delivery Program and adopted Budget.

### **RECOMMENDATION:**

- 1. THAT** Council accept the short-listed tenderers as outlined in Table 1 of this report for Tender No. 2/2021 – Schedule of Rates Contract for Infrastructure Property and Repair Services.
- 2. THAT** the Director of Engineering and Property Services is the delegated Authority to extend the Contract options as per the tender documents for two periods of one year each.
- 3. THAT** the General Manager be authorised to take any necessary action to implement the decision including entering associated contracts.
- 4. THAT** once Council has executed the Contract, information relating to the successful tender be published in Council's Register of Contracts as required by *Government Information (Public Access) Act 2009 - Part 3 Division 5 - Government Contracts with Private Sector*.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **2. Our Built Infrastructure**

#### **2.1 Infrastructure and assets meet community needs**

## **BACKGROUND**

Since 1993, North Sydney Council has tendered a Schedule of Rates contract for infrastructure property and repair services on an annual basis and then switched to a biennial basis in 2011.

This contract will run for a two-year period from 1 July 2020 with an option for the Principal, at their sole discretion, to extend the Contract for two periods of one year each. A CPI increase of 1.75% will be applied after the first 12 months of operation to allow for inflation and building escalation costs.

Tenderers were required to submit rates on either selected works or all works as listed in the following categories:

#### **Part 2 - Disposal of Construction Waste**

#### **Part 3 - Engineering Surveying**

#### **Part 5 - Footpath Paver and Plaza Cleaning**

#### **Part 6 - Graffiti Removal - From Public and Private Properties**

#### **Part 7 - Property Infrastructure**

- Carpentry
- Electrical
- Plumbing
- Painting
- Exit and Emergency Lights Testing and Repair

#### **Part 8 - Pest Control**

#### **Part 9 - Bus Shelter Cleaning**

#### **Part 10 – Traffic Control Services**

#### **Part 11 – Air Conditioning Maintenance**

#### **Part 12 – Public Arts Maintenance**

#### **Part 13 – Fire Services**

This tender allows Council the flexibility to engage approved contractors from a Panel to complete a variety of minor and major projects throughout the year within the local government area.



## TENDERS RECEIVED

The methodology adopted to undertake the tender evaluation of Tender No. 2/2021 was based on selection criteria outlined in the tender documents and in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

Tenders were called and closed at 4pm, 29 April 2020. Fifty-Four (54) submissions were received by the appointed time. Listed in **strict alphabetical order**, the tenderers were:

<b>Tenderer</b>
AFT Fire Protection
Amek Engineering Pty Ltd
ARA Fire Protection Services Pty Ltd
AW Edwards Plumbing Pty Ltd
Beaver Williams Air Conditioning Service Pty Ltd
Bingo Waste Services Pty Ltd
Braemar Electrical Services
Build 17 Pty Ltd
By the Sea Electrical Pty Ltd
CBD Mechanical Electrical & JFC Electrical Contractors
Celsius Fire Services Pty Ltd
Clean Management Solutions Pty Ltd
CMS (Construction Maintenance Services) Pty Ltd
Competitive Pest Services
Critical Air Pty Ltd
C-Side Surveyors
D & N Plumbing Services Pty Ltd
DCFM Australia Pty Ltd
DCO Plumbing Pty Ltd
Enterprise Air Conditioning & Refrigeration Pty Ltd
Extreme Fire Solutions
Feneou Pty Ltd
Firecorp Australia Pty Ltd
Fireproof Fire Protection Services Pty Ltd
Graffiti Clean Pty Ltd
Hurdis Investments Pty Ltd
Hydra-Wash Pty Ltd
Intact Consulting Pty Ltd
Intercept Pest Control Pty Ltd
IPM Services Pty Ltd
Jaydub Electrical Services
Kelbon Project Services Pty Ltd
Kleenit Pty Ltd
MMS Group Pty Ltd
Olinga Services

Orbital Traffic Management (Aust) Pty Ltd
Pesthelp
Pro-Asset Painting Maintenance Pty Ltd
Project Plus Australia Pty Ltd
Rees Electrical Pty Ltd
RFTN Refrigeration Pty Ltd
RJ Mifsud Electrical Pty Ltd
RPS Australia East Pty Ltd
Sasex Painting Services
Site Group Pty Ltd
Solo Services Group Australia Pty Ltd
Stowe Australia Pty Ltd
Tempest Solutions Air & Mechanical Pty Ltd
Tiger Electrical Solutions Pty Ltd
Tri-Air Projects Pty Ltd
Triton Group Company Pty Ltd
Trusted Pest Management
Urban Maintenance Systems Pty Ltd
Wormald Australia Pty Ltd

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **TENDER ANALYSIS**

Each of the major categories of works were evaluated and assessed by separate Tender Evaluation Panels comprising three staff members, two (2) from Engineering and Property Services and one (1) from Rangers and Parking Services or Open Space & Environmental Services.

The tender process has been reviewed and endorsed by Council's Procurement Panel for adherence to the Procurement Policy.

The selection criteria of price items; demonstrated capacity, experience and technical ability and demonstrated commitment to sustainability principles were used.

The tender documentation stipulated that a number of tenderers will be shortlisted on Council's panel of Contractors in each major category of work to undertake works throughout the Contract period.

Based on the assessment of the selection criteria, it is recommended that the tenderers listed in Table 1 below be shortlisted on the Panel.

**Tenderers have been listed in alphabetical order.**

**Table 1 – Panel of Contractors for the Schedule of Rates Contract 2/2021**

<b>Contract 2/2021 – Schedule of Rates for Infrastructure Property and Repair Services</b>					
<b>Panel of Contractors for FY21 &amp; FY22</b>					
<b>(in alphabetical order)</b>					
<b>Category</b>	<b>Contractor 1</b>	<b>Contractor 2</b>	<b>Contractor 3</b>	<b>Contractor 4</b>	<b>Contractor 5</b>
Disposal of Construction Material	Bingo Waste Services	Triton Group Co Pty Ltd			
Engineering Surveying	C-Side Surveyors	DCFM Australia Pty Ltd	RPS Australia Pty Ltd		
Footpath Paving, Plaza and MFP Cleaning	Clean Management Solutions Pty Ltd	Hydra-Wash Pty Ltd	Kelbon Project Services Pty Ltd	Kleenit Pty Ltd	MMS Group Pty Ltd
Graffiti Removal	Clean Management Solutions Pty Ltd	Graffiti Clean Pty Ltd	Kleenit Pty Ltd	Solo Services Group Aust Pty Ltd	Urban Maintenance Systems Pty Ltd
Carpentry	Build 17 Pty Ltd	CMS Pty Ltd	DCFM Australia Pty Ltd	Intact Consulting Pty Ltd	Triton Group Co Pty Ltd
Electrical	Feneou Pty Ltd	Rees Electrical Pty Ltd	RJ Mifsud Electrical Pty Ltd	Stowe Australia Pty Ltd	Triton Group Co Pty Ltd
Plumbing	CMS Pty Ltd	DCO Plumbing Pty Ltd	D & N Plumbing Services Pty Ltd	Hurdis Investments Pty Ltd	Triton Group Co Pty Ltd
Painting	Build 17 Pty Ltd	DCFM Australia Pty Ltd	Pro-Asset Painting Maintenance Pty Ltd	Sasex Painting Services	Triton Group Co Pty Ltd
Exit & Emergency Lights Testing & Repair	Amek Engineering Pty Ltd	Braemar Electrical Services	By the Sea Electrical Pty Ltd	Intact Consulting Pty Ltd	RJ Mifsud Electrical Pty Ltd
Pest Control	Competitive Pest Services	DCFM Aust Pty Ltd	Intercept Pest Control Pty Ltd	Pesthelp	Trusted Pest Management
Shelter Cleaning	Clean Management Solutions Pty Ltd	Graffiti Clean Pty Ltd	Kleenit Pty Ltd	Solo Services Group Aust Pty Ltd	Urban Maintenance Systems Pty Ltd
Traffic Control Services	Orbital Traffic Management Pty Ltd	Site Group Pty Ltd			

<b>Contract 2/2021 – Schedule of Rates for Infrastructure Property and Repair Services</b>					
<b>Panel of Contractors for FY21 &amp; FY22</b>					
<b>(in alphabetical order)</b>					
Air Conditioning Maintenance	Amek Engineering Pty Ltd	Beaver Williams	CBD Mechanical Electrical	DCFM Aust Pty Ltd	Tri-Air Projects Pty Ltd
Public Art Maintenance	DCFM Aust Pty Ltd	Kelbon Project Services Pty Ltd	Kleenit Pty Ltd	MMS Group Pty Ltd	Urban Maintenance Systems Pty Ltd
Fire Services Maintenance	AFT Fire Protection	ARA Fire Protection Services Pty Ltd	DCFM Aust Pty Ltd	Firecorp Australia Pty Ltd	

### **Selection of a Contractor from Panel**

The methodology adopted by Council to select a contractor for any works under the Schedule of Rates Contract 2/2021 is based on the following criteria:

- (i) Lowest priced contractor for the separable part of works; *and*
- (ii) Demonstrated ability to perform the separable part of work, in respect to quality, reliability and timeliness of work; *and*
- (iii) Value for money; *and*
- (iv) Contractor availability.

### **Project Program**

This contract period is set for two years starting 1 July 2020 with the option for an extension of two periods of one year each.

Responsible Officer: Steven Stathis, Contracts Manager

### **9.13. James Milson Village - Council Nominees to the Board 2020/21**

**AUTHOR:** Rebecca Aukim, Acting Director Community & Library Services

**ENDORSED BY:** Ken Gouldthorp, General Manager

#### **ATTACHMENTS:**

1. James Milson Village Annual Review 2019 [9.13.1 - 35 pages]
2. CONFIDENTIAL REDACTED - Confidential Memo - Council Nominees to the Board [9.13.2 - 1 page]

## **PURPOSE:**

To thank the current nominees to the James Milson Village Board for 2019/20 and to determine the nominees for 2020/21.

## **EXECUTIVE SUMMARY:**

Council is entitled to nominate annually two Directors to the Board of the North Sydney Retirement Trust (James Milson Village). For 2019/20 they have been Ally Murphy and Stephen Carbery. Ms Murphy and Mr Carbery have provided their reports in the format recommended by the 2016 Governance Review. They advise that the answers in all cases to the following questions are in the affirmative:

- 1. Is the North Sydney Retirement Trust registered as an approved provider with the Commonwealth to provide aged care services, accredited and receiving Commonwealth Government subsidies? YES*
- 2. Do the objects of the organisation still meet the social justice interests of the council as set out in the Constitution:*
  - a. Deliver care and wellbeing for the frail and aged, particularly in the local government areas of North Sydney, Lane Cove, Mosman and Willoughby. YES*
  - b. Conduct the aged care facilities within the James Milson Village on the corner of Clark Road and High Street, North Sydney and/or such other place or places as the Board determines. YES*
  - c. Relieve poverty experienced by persons who are aged. YES*
  - d. Relieve aged persons who are in necessitous circumstances. YES*
  - e. In each case with commitment, integrity and respect for each individual. YES*
- 3. Is the organisation operating and solvent? YES*

This report notes the feedback received and in addition recommends Council forward its nominees to the Trust for the coming 12 months, 2020/21.

## **FINANCIAL IMPLICATIONS:**

Council's lease to the Trust is for a peppercorn; the value of the lease has been estimated at \$700,000 p.a. The Trust's return to the community as recorded in the 2018/19 Annual Report is \$1.2m in forgone revenue for social justice initiatives (waiving/reduction in fees). The Directors are non-executive (and unpaid). There is no cost to Council arising from their role.

## **RECOMMENDATION:**

- 1. THAT** Council expresses its thanks to Ally Murphy and Stephen Carbery for their service on the Board of the North Sydney Retirement Trust for 2019/20.
- 2. THAT** Council determines its nominees to the Board of the North Sydney Retirement Trust for 2020/21.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

### 5. Our Civic Leadership

5.3 Community is informed and consulted

## **BACKGROUND**

In 1967 North Sydney Council set up the North Sydney Homes for the Aged Association, which later incorporated as the North Sydney Retirement Trust (NSRT) in 1975. Council remains part owner of the land on which the Independent Living Tower and the Hostel are built. Council is entitled to nominate two representatives to the Board. In 2016 Council and the Trust engaged Stewart Brown Accountants to undertake a Governance Review, preparatory to Council considering a new draft constitution for the Trust. At Council's meeting on 20 February 2017 it was resolved (Item CLS02):

- 1. THAT the Governance Review be received.*
- 2. THAT Council approve the North Sydney Retirement Trust Constitution dated 6 February 2017.*
- 3. THAT Council call for Expressions of Interest from qualified community members to represent Council in two positions on the Board of the North Sydney Retirement Trust.*

At its meeting on 24 June 2019 it was resolved (Item CLS02):

- 1. THAT Council forward the names Ally Murphy and Stephen Carbery as its nominees for the Board of the North Sydney Retirement Trust for 2019-20.*

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## **DETAIL**

### **Council's Strategic Objectives in Supporting The North Sydney Retirement Trust (NSRT)**

Council's Affordable Housing Strategy 2017 and Older Persons Plan 2018-22 both seek to mitigate the impacts of ageing on our community and the costs and standards of accommodation and care in the latter stages of life. James Milson Village plays a role in both these Plans.

The Affordable Housing Strategy highlights the difficulty of increasing stock and recommends leveraging existing and future stock through joint ventures with Housing NSW and the community sector.

The Older Persons Plan emphasises timely assistance, highlighting services that allow the community to stay as long as possible at home before entering residential Aged Care. Both plans recognise the central role other levels of government play in the needs of the elderly. The provision of aged care places nationally, is set at 125 places for every 1,000 people aged 70 years or over by 2021-22. There are currently 2 residential aged care facilities in the North Sydney local government area, Lansdowne Gardens (two sites in Neutral Bay) - privately owned; and James Milson Village (North Sydney) - a charitable enterprise. These together supply 223 of the 535 places needed in our area today.

James Milson Village, including its independent living units, is the sole community-based provider of aged care in North Sydney, and its existence is largely due to Council's original advocacy and continuing subsidy. This subsidy is acknowledged each year in the Community Grants and Subsidies report and has been quantified in the Stewart Brown Governance Report.

Council has been proactive in creating its own sustainable solutions, through its affordable housing stock managed by Link Housing, its contribution of land to the NSRT at a peppercorn rent and recently through its upgrading of skills at Board level by recruitment of those with special skills.

In 2019/20 Council's nominees provided the following skill sets to the Board:

- Strong experience in operating, strategic planning and governance in aged care;
- Risk management in aged care governance;
- Extensive Aged Care experience with RSL Lifecare; and
- Experience in the Commonwealth Department of Health in Aged Care.

### **Role of Council's Community Representatives**

Under Corporations Law, the Board members are responsible to the NSRT members, not to Council. However, a reporting obligation is imposed on both the Trust and Council's nominees.

### **Reporting**

The Chair of the North Sydney Retirement Trust reports to stakeholders (including Council) annually. Council's nominees specifically address the questions below as identified in the Stewart Brown Governance report as meeting Council's requirements. They were received by Council in June 2020:

- 1. Is the North Sydney Retirement Trust registered as an approved provider with the Commonwealth to provide aged care services, accredited and receiving Commonwealth Government subsidies? YES*
- 2. Do the objects of the organisation still meet the social justice interests of the council as set out in the Constitution:*
  - a. Deliver care and wellbeing for the frail and aged, particularly in the local government areas of North Sydney, Lane Cove, Mosman and Willoughby. YES*
  - b. Conduct the aged care facilities within the James Milson Village on the corner of Clark Road and High Street, North Sydney and/or such other place or places as the Board determines. YES*

- c. Relieve poverty experienced by persons who are aged. YES*
  - d. Relieve aged persons who are in necessitous circumstances. YES*
  - e. In each case with commitment, integrity and respect for each individual. YES*
- 3. Is the organisation operating and solvent? YES*

Council's nominees, Stephen Carbery and Ally Murphy, added additional comments about the excellent service provided by James Milson Village staff during COVID-19:

*The staff have done an amazing job at handling the stress and additional workload that came with COVID and they continue to provide first class care to the residents and families of the village and for the greater community. I am proud to be a part of such a wonderful part of the NSRT. (Ally Murphy)*

*The staff at James Milson Village are currently working very hard, in difficult conditions, to look after our residents at this time. Whilst there are extra costs involved due to Coronavirus-19 the Village is in a healthy financial position and will continue to ensure that Social Justice benchmarks are met or exceeded. (Stephen Carbery)*



# Annual Review 2019



Governing Board  
North Sydney Retirement Trust



# Contents

## 01

---

### A YEAR

Historical  
Chairman  
Chief Executive  
In Conclusion

## 02

---

### WHY

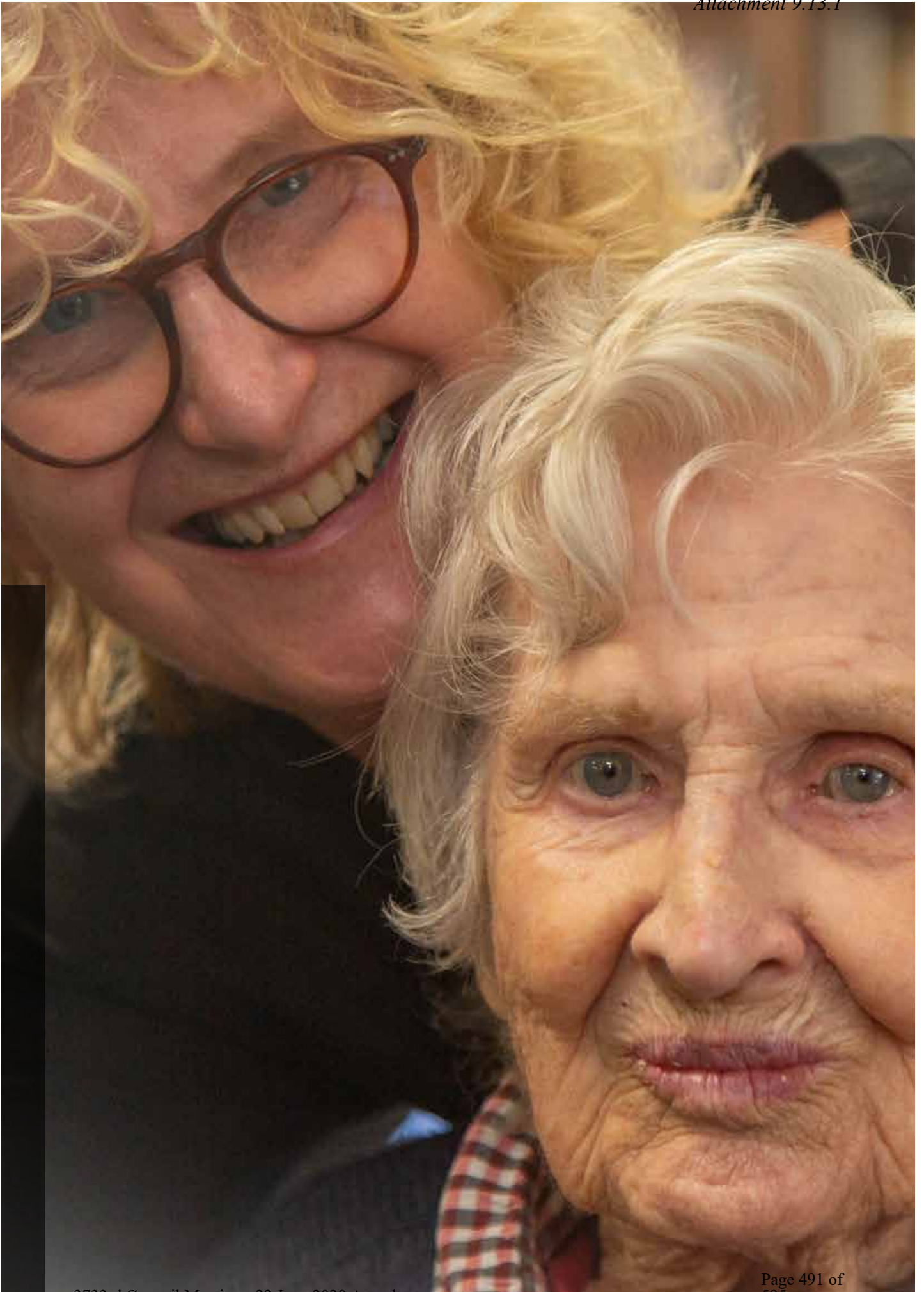
Business  
Social  
Current  
Governance

## 03

---

### OUR

Resident  
What  
Our Strategy  
NSRT  
Senior  
Staff Profile





0



A Year  
2018-2



## Milson Village

- 1968: North Sydney Municipal Council provides funding for the building and operating a retirement village.
- 1970: NSC provides \$101,500 to finance the initial site buildings from local community groups, but the land title remains with the Council.
- 1971: NSC approves the construction of the initial site buildings.
- 1974: The Tower and Hostel open, providing 59 beds of Accommodation (59 beds).  
The land title to the initial site buildings was as to:
  - 1/3 gifted by the DMR to North Sydney Retirement Village Association
  - 1/3 purchased with funds of North Sydney Retirement Village Association
  - 1/3 gifted to the Facility by North Sydney Retirement Village Trust was unincorporated the
- 1975: North Sydney Retirement Trust acquires the land title to the Trust but grants a long lease to the Facility.
- 1980: NSRT and Uniting Care ("UCA") enter into a 99 year lease for a High Care Facility (the Nursing Home).
- 1988: NSC and NSRT enter into a 99 year lease for the Hostel operate, expiring in December 2017.
- 2005: Camaraigal House opens on adjacent site providing Independent Living Units.
- 2016: NSRT acquires UCA's interest in the High Care Facility in the NSRT being the sole manager of the Facility.
- 2017: NSRT appoints external project manager to develop expansion strategy.
- 2018: NSRT undertakes major refurbishment of the High Care Facility.
- 2019: NSRT commences acquiring adjacent site for future re-development needs.

t

part of James Milson Village's Annual Review to you,

from the findings of the Royal Commission into Aged  
care to our residents / consumers. Care is our primary  
focus in the industry – both the for-profit and not-for-profit  
sectors. We deliberately invest more into care, catering and other  
services. The feedback from our residents and families has been most encouraging.

Over the past week, we have increased hours for our Registered  
Nursing Unit for our Retirement Living Apartment consumers.

Over the past year, we have completed site refurbishments in FY 2018 - we again invested  
in 100 rooms in Carabella House, Camaraigal House, and  
Summer Care and Lifestyle Services and facilities.

Our financial performance is a key Constitutional Objective against which  
we are measured. We are foregoing revenue just under  
\$10 million. This is a key Constitutional Objective against which

we are progressing with our Site Development Plans. We now have  
1000 units under construction and are in negotiations for the remaining

Stakeholder – North Sydney Council – in seeking  
approval for our new development and the Council is acting as  
a supportive partner. This is a very positive outcome and we thank the

Council, Management and fellow Board Members for their  
support of the community.

Our goal is to deliver a centre of excellence in services for

page





## Chief Executive Of

Last year I wrote on 2019 having a Financial, Governance, Care and Management and yes much time there has been an equal divergence into Aged Care and the Retirement

**The Royal Commission:** Albeit the environment since the introduction been systemic change. A Royal Commission noted at Cabinet level whereas others conducted 10 hearings across 11 visits and published 7 Background Report in October 2019. The final however an extension of six months

My thoughts are many however I am from the Royal Commission cannot Opposition. I imagine that the Commission I agree that such examples should be up on occasion. At James Milson Villa what we do about it that matters; having a preparedness to change values of our systems and our continual presence sober and measure this with our current

I am reminded daily as I wander through fragile and frail cohort of people; and that deterioration is rapid, the confusion and that there will be infirm of complex and multiple disease present. Our resolve however is to focus on the ailment.

Our staff do an amazing job each and to be their leader, I am humbled by commitment to James Milson Villa, and strive to improve the quality of

Finally, I am hopeful and positive provide the direction, systems, supported enabled to achieve stated and required

**Review:** The Greiner Review of 2017 resulted in a report that the NSW Government determined necessary to bring about a change in Legislation.

Working on ensuring greater consultation, communication and transparency into legislation and we have commenced processes to ensure the Village is able to meet the required outcomes of the regulations. The first 4 pieces of legislation have been introduced:

1. Election Exercises

2. Auditor appointment process

3. Rules of Retirement Villages (the rules commence from 1 January 2020)

4. Rules of Retirement Villages (the rules commence from 1 January 2020)

5. We have commenced a systematic approach to maintenance and repair work that has provided us with a product that is well managed and meets what consumers expect. This work as you can imagine is a significant project and will continue as an annual project.

6. We have developed a strategy for growth; in 2018/19 we introduced the Retirement Village, Counselling Services across the Village to support the expansion and growth of our residential services, we commenced acquiring the 49-51 High Street complex to explore expansion possibilities with North Sydney Council, and we have commenced work on the development of the site.

7. The continuation of these programs and initiatives as well as the introduction of Day Respite Services within the residential care units of units in the High Street complex.

8. Our staff team is incredible; they enliven our Mission and Vision and their passion and dedication to our ageing consumers however busy they are over the past 3 years. With the realisation that the number of ageing consumers is increasing we have purposefully increased our services by increasing registered hours from 329 hours/week to 400 hours/week. We have implemented a flexible roster system that enables us to ensure the most appropriate skilled and qualified staff available.

9. Of greater relevance and testimony is the fact that we have been able to meet this requirement through the many skilled and competent employees we have. This provides the comfort that JMV has provided to our consumers.

**My Role:** The role of the CEO is to ensure we have the right strategy; ensure we have adopted a position of being the primary provider for Milson Village.

Over the past year I have spent a lot of time communicating and discussing with our consumers, stakeholders and other providers to ensure such feedback that we are able to improve the services offered and to maintain the high standards of an excellent provider of residential aged care.

Of highest importance to me is to ensure we are listening to our consumers, staff and others and to have an openness to acknowledge our mistakes. This is the very reason why I have committed myself to continue to get up in the mornings and go to work.



**Jennifer Stuart Smith**  
Chief Executive Officer  
James Milson Village



# Destiny

## AND BE RECOGNISED CENTRE OF EXCELLENCE SERVICES FOR THE AGEING

<p>treat all</p>	<p><b>Excellence</b></p> <ul style="list-style-type: none"> <li>• Our people are at the centre of all we do</li> <li>• Choice, Control and Consultation drives all care and services</li> </ul>	<p><b>Forward Thinking</b></p> <ul style="list-style-type: none"> <li>• To challenge what we do every day</li> <li>• To look outwards &amp; embrace Continuous Improvement</li> </ul>	<p><b>Integrity</b></p> <ul style="list-style-type: none"> <li>• The integrity of organisation is paramount &amp; will not be compromised</li> </ul>
<p><b>Sustainability</b></p> <p>planned resource management to ensure a balance between short and long term</p>	<p><b>Service Culture</b></p> <ul style="list-style-type: none"> <li>• A committed workforce responsive to new opportunities and challenges</li> </ul>	<p><b>Responsive Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Flexible &amp; embedded Model of Care.</li> <li>• Developed community service partnerships</li> </ul>	<p><b>Brand Growth Awareness</b></p> <ul style="list-style-type: none"> <li>• Developed, age appropriate, known brand &amp; community awareness in the industry</li> </ul>
<p><b>Services</b></p> <p>to meet resident needs and to expand on current services to achieve better outcomes to</p>	<p><b>Property &amp; Asset Stewardship</b></p> <ul style="list-style-type: none"> <li>• Refurbishment &amp; maintenance program aligned to market expectations</li> </ul>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Robust systems &amp; processes that provide assurance of compliance</li> <li>• System of review and renewal that embraces Continuous Improvement</li> </ul>	<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Focus on a safe environment, well-being, competitive leadership development and staff training attraction and</li> </ul>

## I AND VALUED PROVIDER SERVICES TO THE AGEING





# Business Performance

## James Milson Consumer Products Retirement Living

General			
Building	Age		
	Entry	Exit	Current
Camaraigal House	77	92	81
Carabella Tower	73	86	

In Home Support (Average recipient)			
Building	Govt. Funded Home Care Package		
	Nursing Care	Domestic Assistance	Core
Camaraigal House	4	5	
Carabella Tower	2	6	

Occupancy			
Building	2018 %	2019 %	
Camaraigal House	94	96.3	
Carabella Tower	94	97	



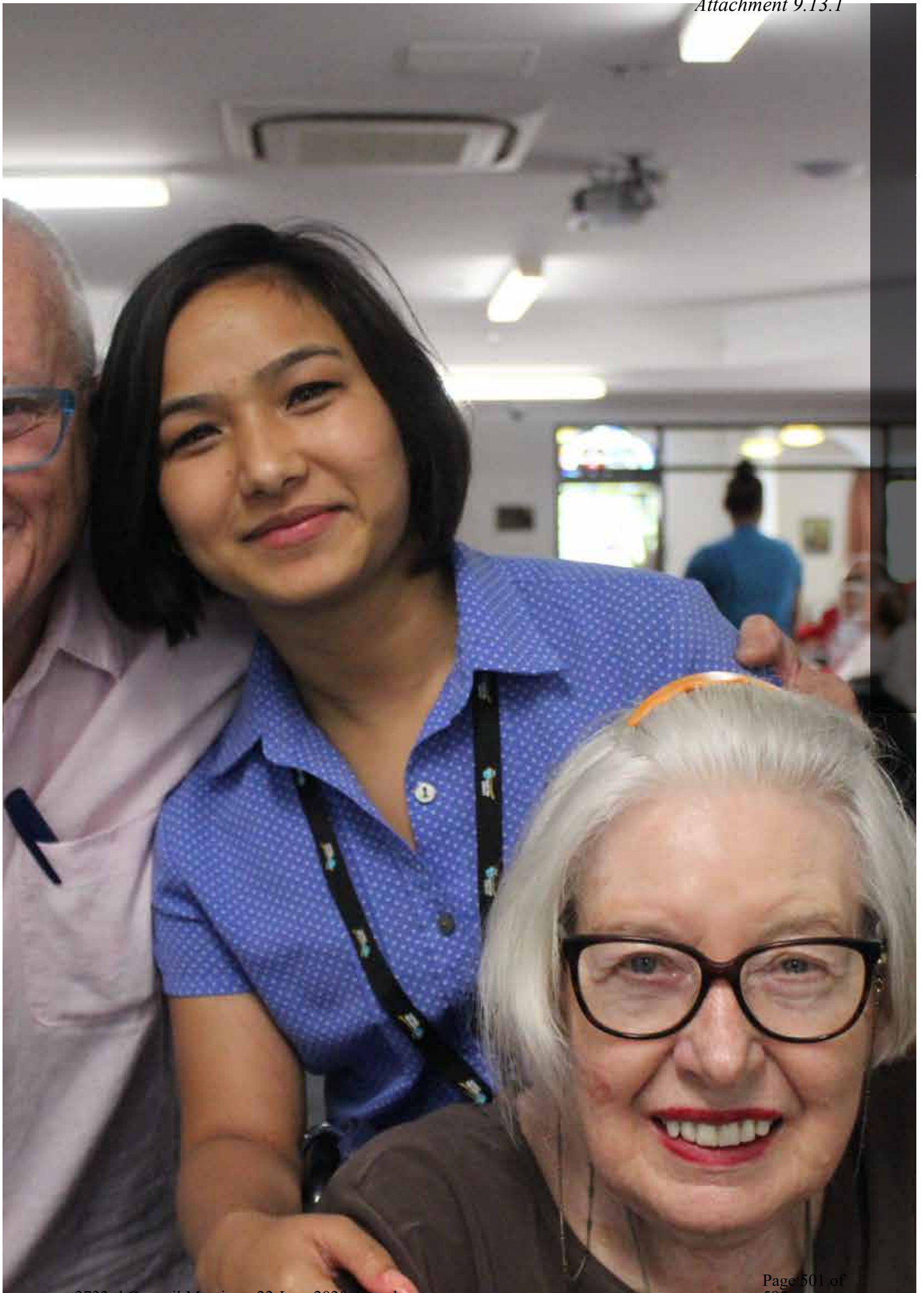
# Business Performance

## James Milson Consumer Profile Residential Aged Care

General				
Building	Age			M...
	Entry	Exit	Current	
Carabella House	87	94	93	3
Elamang House	91	92		

Occupancy a					
Building	2018 %	2019 %	Entry 2019		
			Respite	Perm	Respit
Carabella House	98.2	96.3	23	30	22
Elamang House	96.3	95.2	21	26	18

• NOTE: The average length of stay within the RAC remains high, this can best be attributed to the prior use of Carabella House in 2018 when we combined the RACs and introduced a higher level of acuity in consumers entering the RAC.



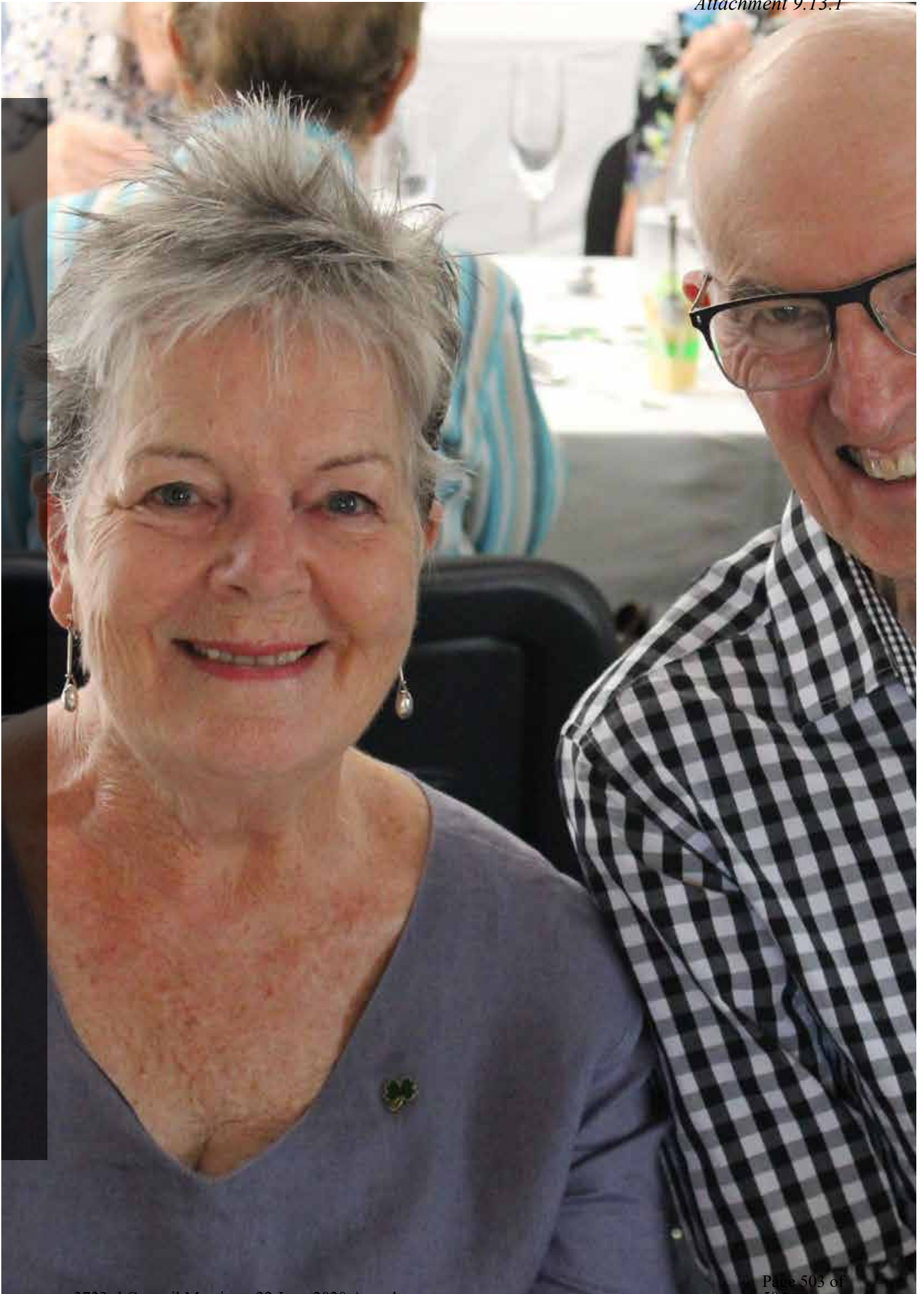


## Weight

The management struggle in ageing loss is associated there are many of appropriately, we to both manage a

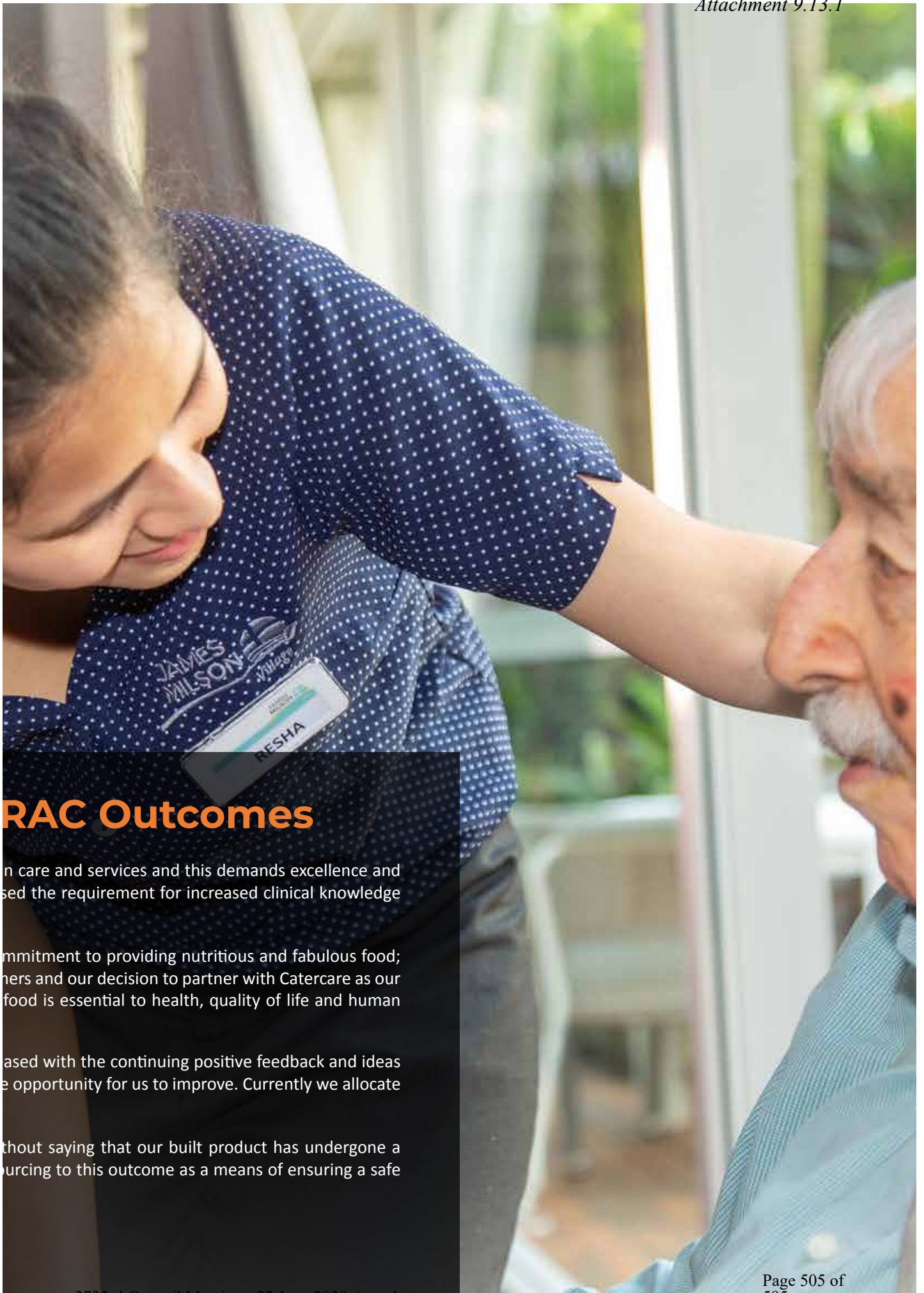
We have, as a d initiatives through appetite. A suppl chocolate pudding other foods (san hours/day. We pla

In addition, our provision of a p professional dieti catering team us and dietary modi chewing or swallo









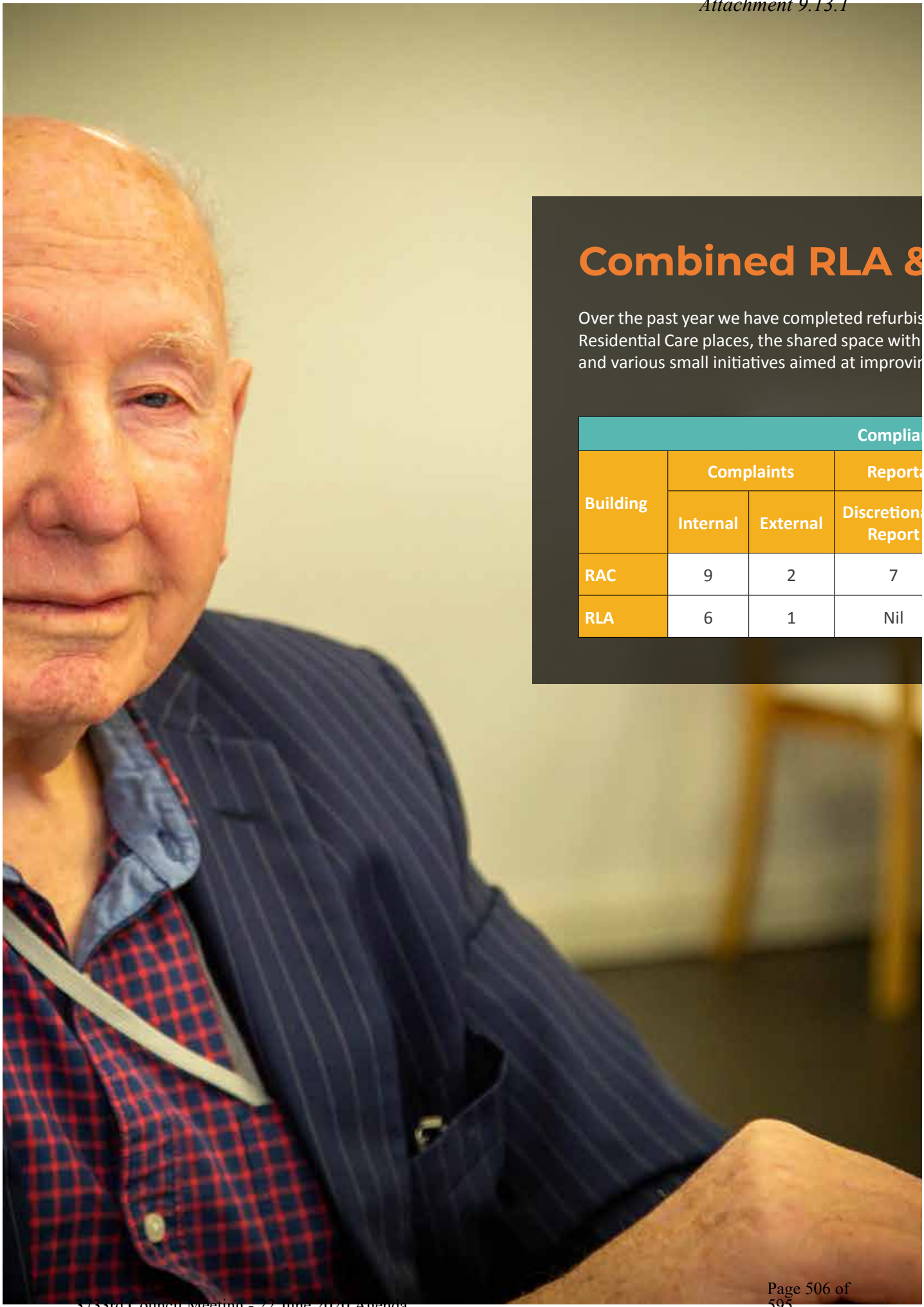
## RAC Outcomes

in care and services and this demands excellence and  
used the requirement for increased clinical knowledge

commitment to providing nutritious and fabulous food;  
eners and our decision to partner with Catercare as our  
food is essential to health, quality of life and human

ased with the continuing positive feedback and ideas  
e opportunity for us to improve. Currently we allocate

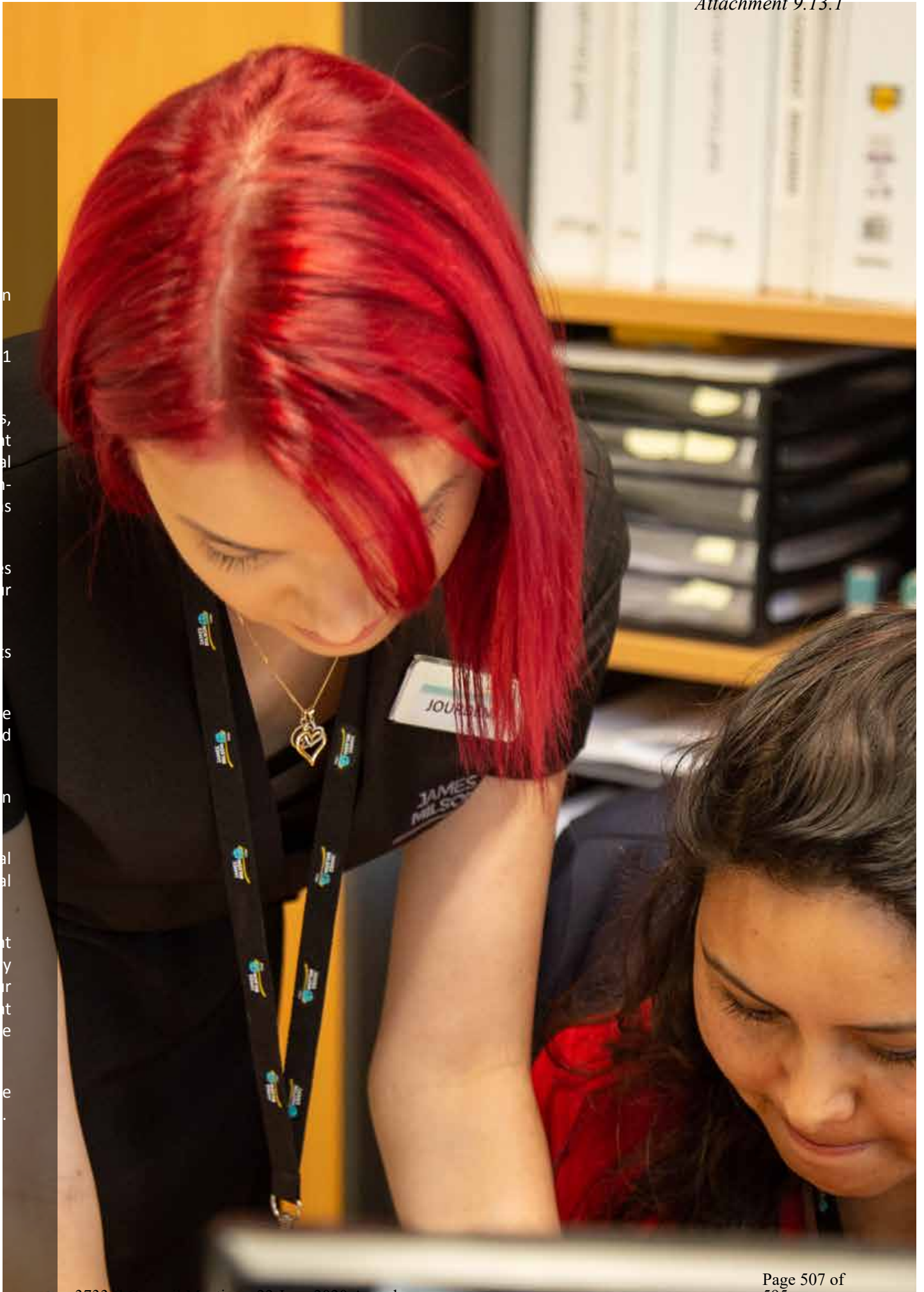
thout saying that our built product has undergone a  
ourcing to this outcome as a means of ensuring a safe



## Combined RLA &

Over the past year we have completed refurbish Residential Care places, the shared space with and various small initiatives aimed at improv

			Complia
Building	Complaints		Report
	Internal	External	Discretion Report
RAC	9	2	7
RLA	6	1	Nil



# iverables

mes Milson Village has contributed  
r social justice deliverables.

nificant number of bed placements  
who pay no or minimal Refundable  
odation Payments (DAP's) to enter.

RLA residents and residents from

industry standards and ratio

vided for residential aged care

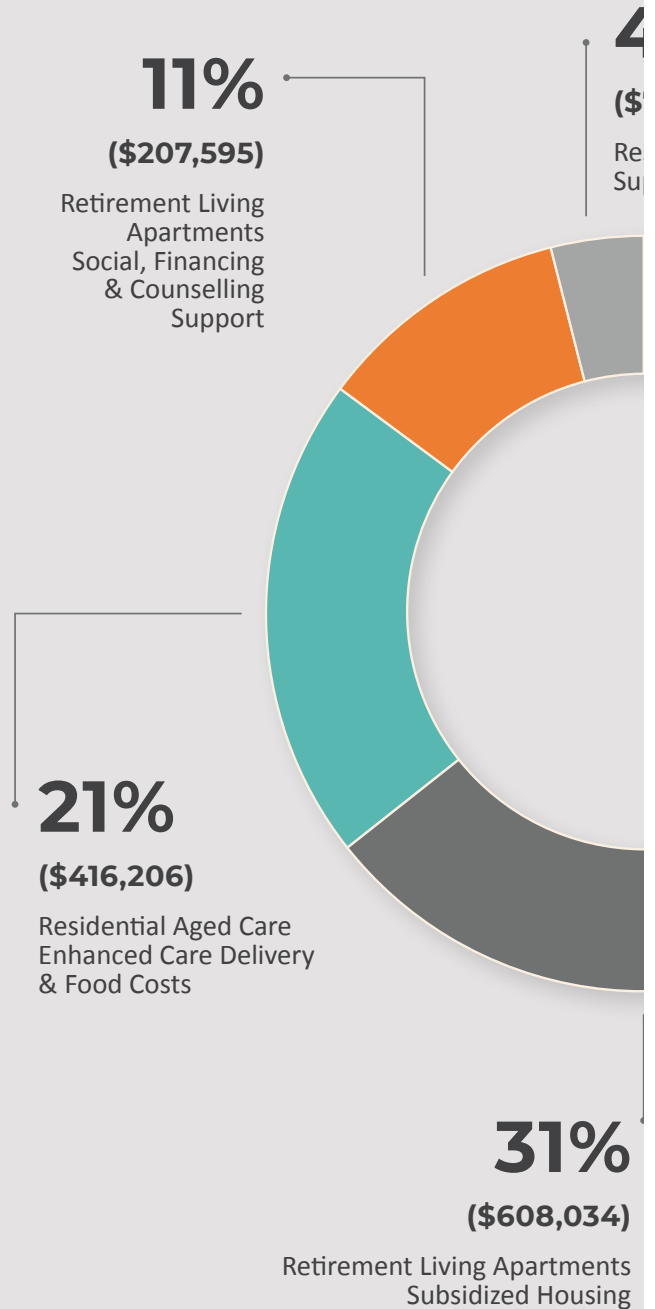
sidising ingoing contributions and  
stances.

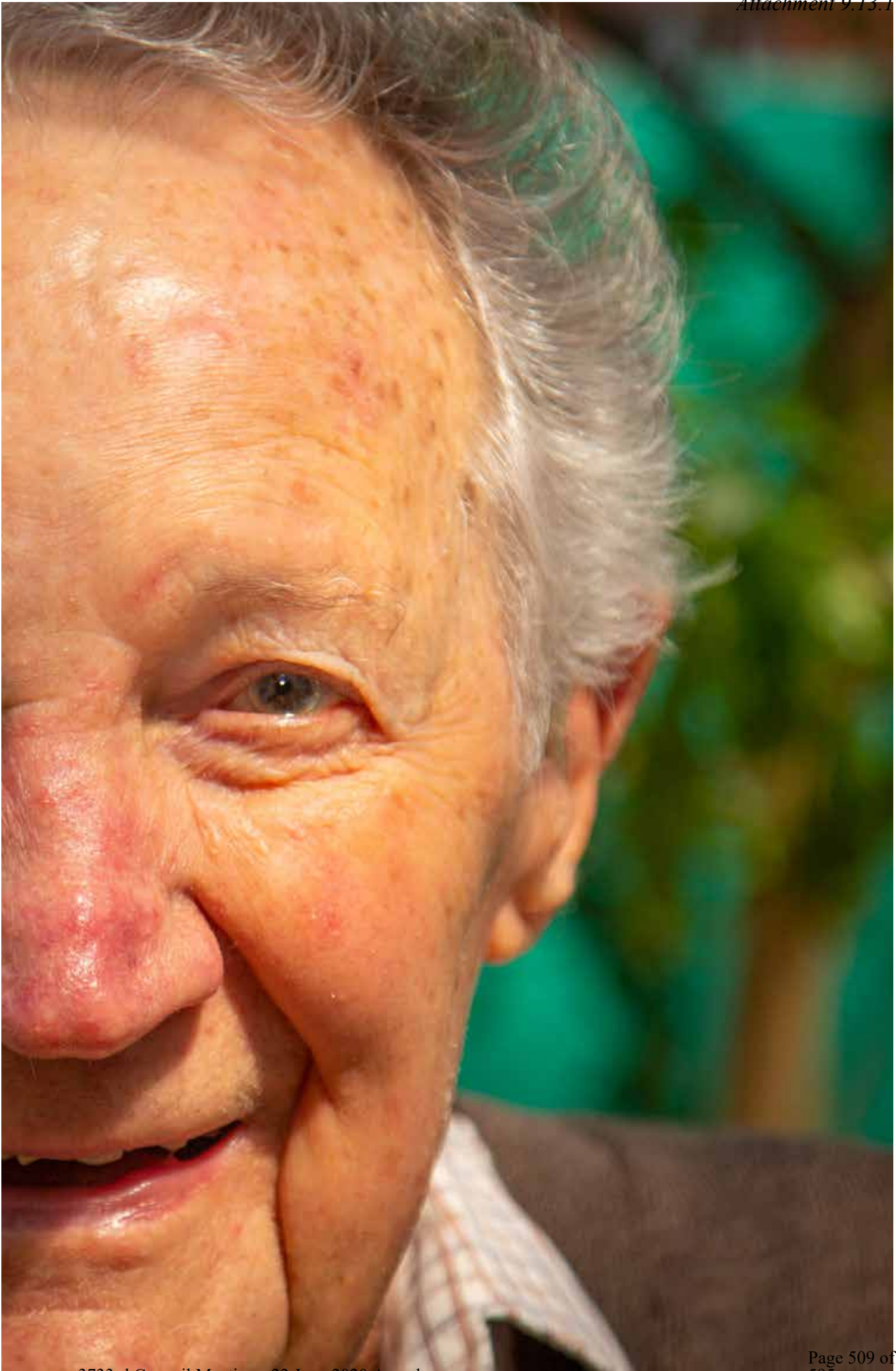
ousing prices.

d ancillary services at well below

our retirement living consumers

## Social Justice Deliverables for FY 2020







# Life?

– we are  
for all life  
en, what

choices and  
valued

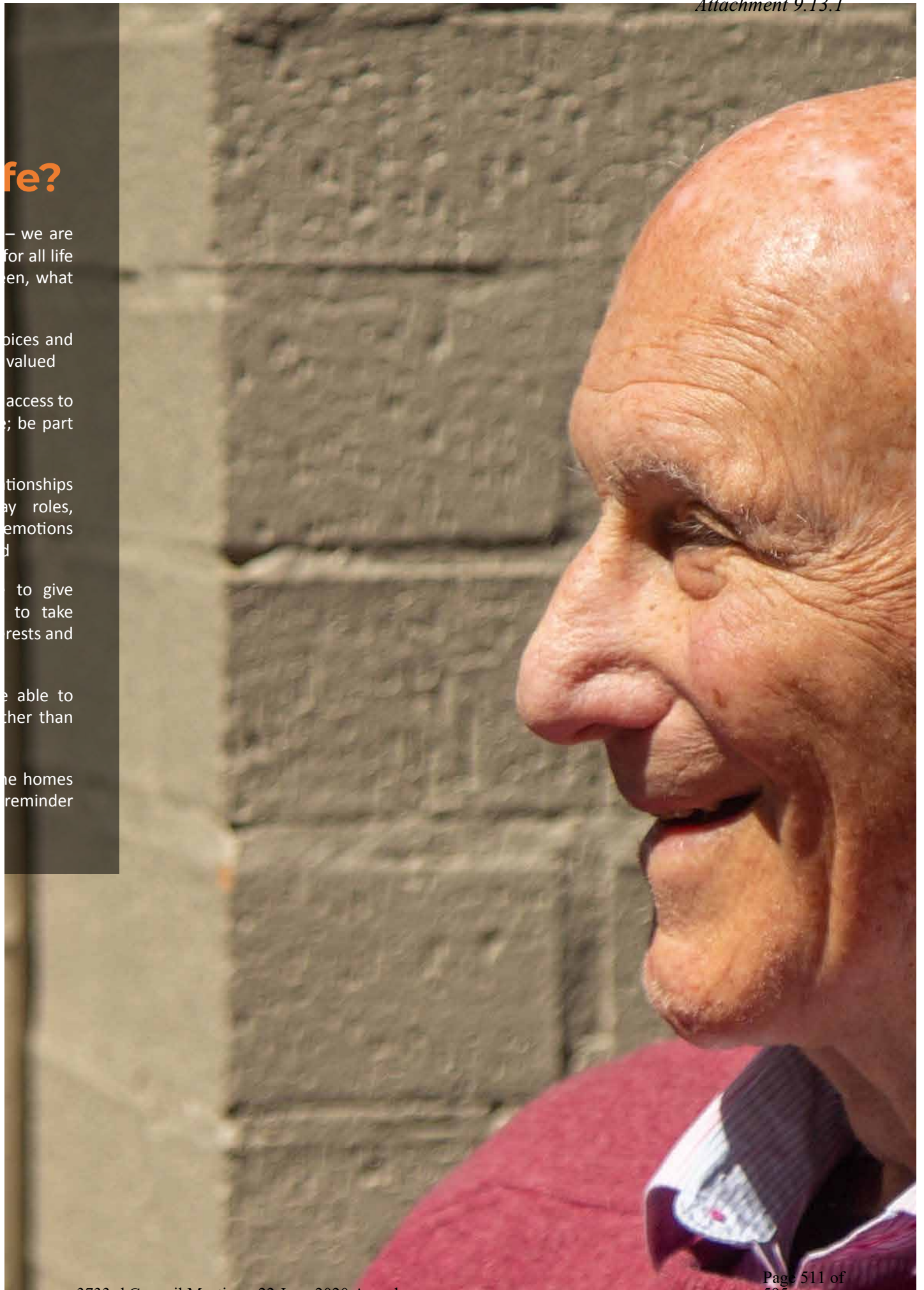
access to  
; be part

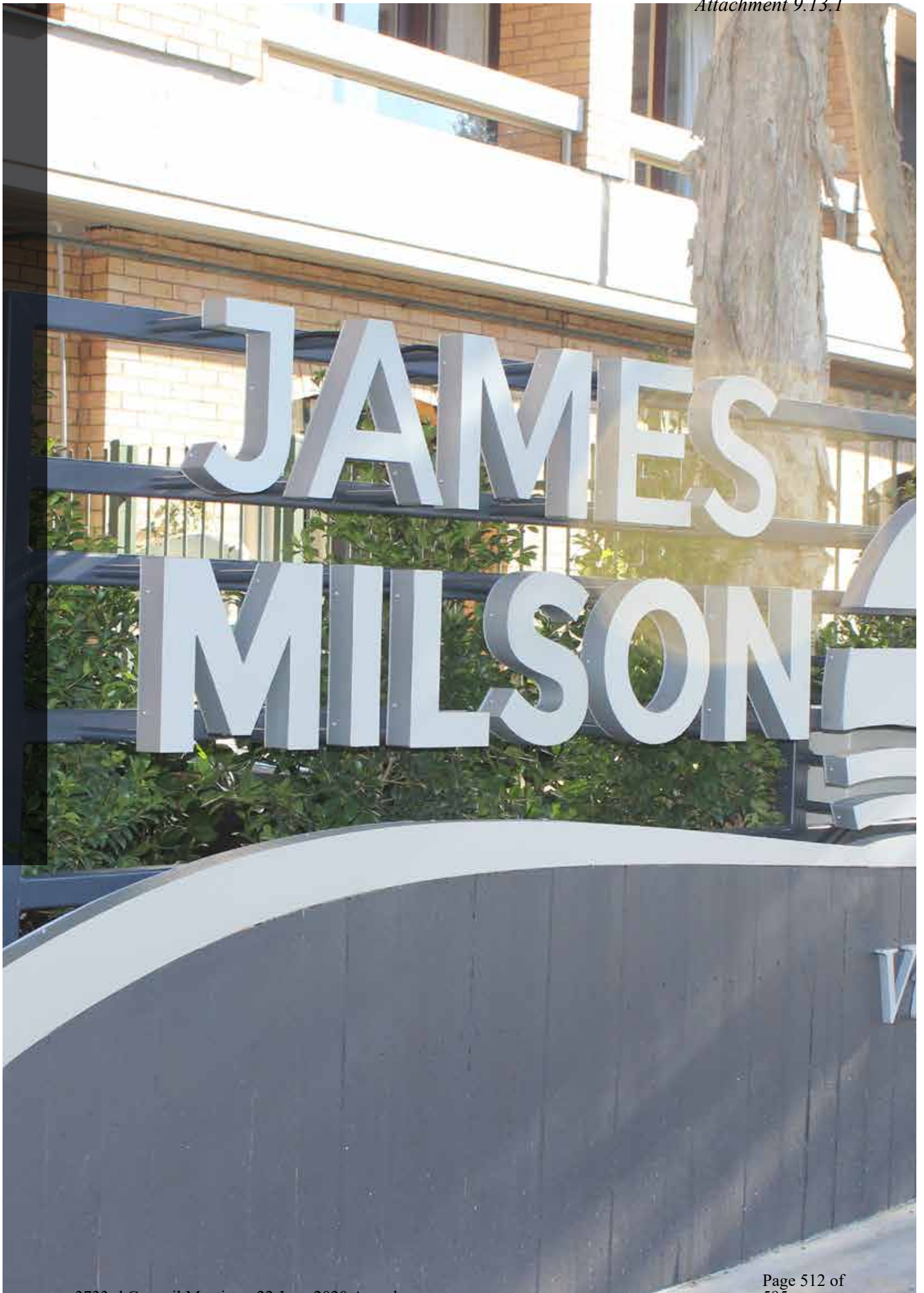
relationships  
ay roles,  
emotions  
d

to give  
to take  
rests and

e able to  
ther than

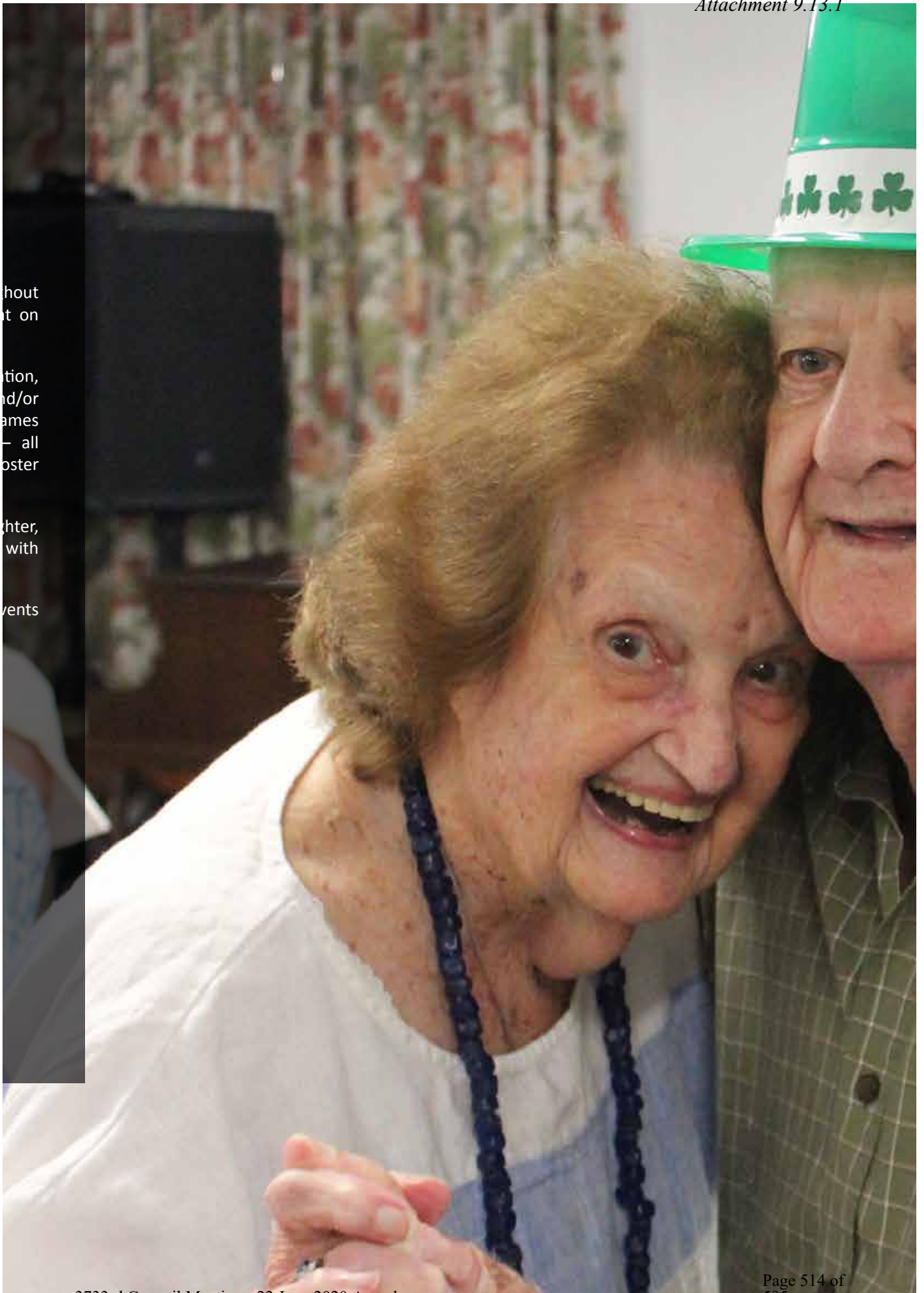
ne homes  
reminder











hout  
t on

tion,  
nd/or  
ames  
- all  
oster

ghter,  
with

vents



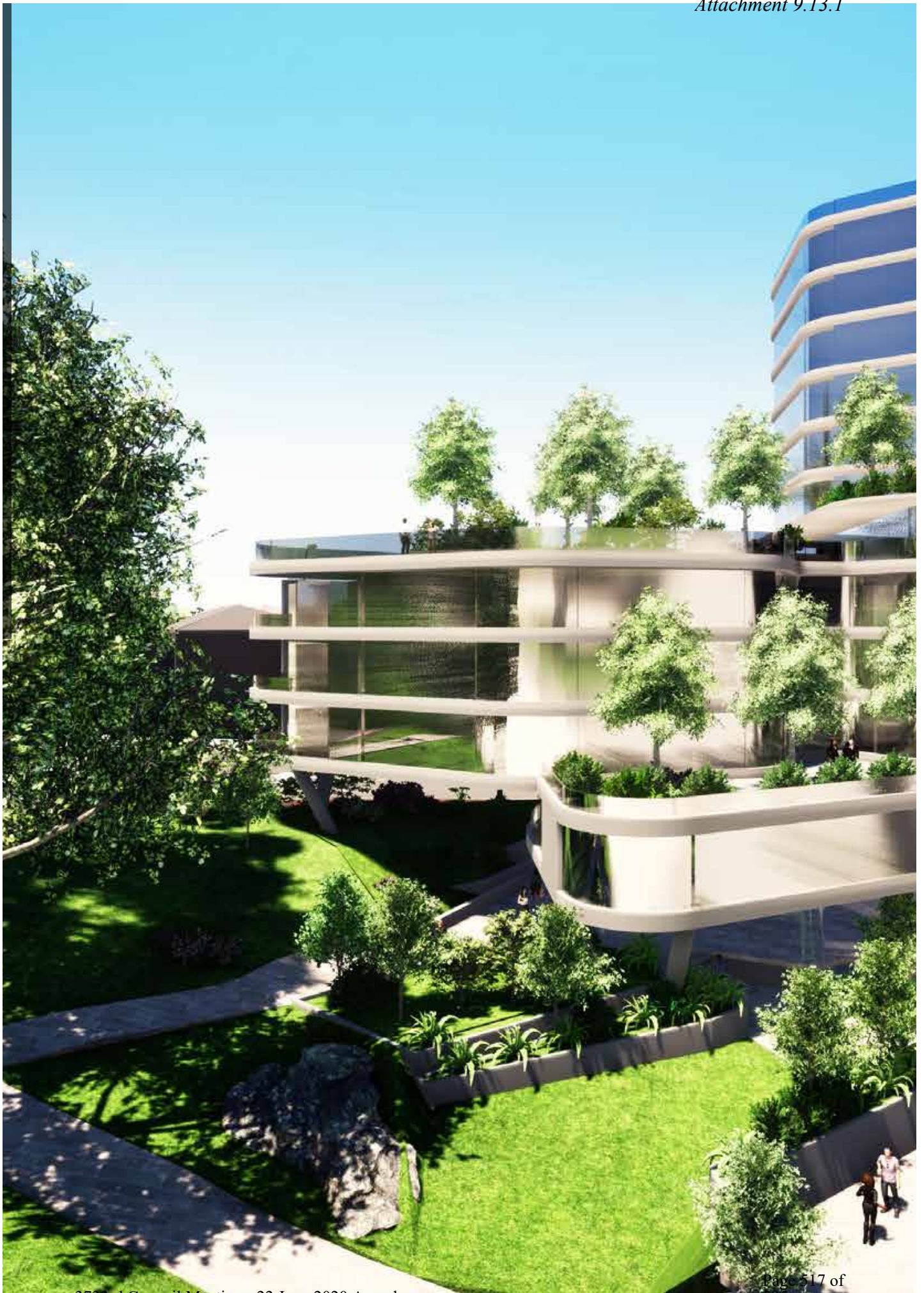


## What

### Our Future i

We continue to w  
new facility that v

- A “Home for L
- A mix of Retirement Care Suites (“
- New addition broader comm
  - ✓ Physiothe
  - ✓ Hydrothe
  - ✓ Café
  - ✓ Commu
- An architectu Sydney landsc
- Accessible pa





## Our Story

This document outlines the achievements of the past year, many of which would not have been possible without the dedication of our staff and the people – our staff and the people – our staff that come into the James Milson V. Skilled and Caring.

While our entire team is proud of a few who stand out for their commitment and Excellence in Service, it was not until we accepted from a group of staff members awards receiving nominations for choosing a winner that the award is always a point of pride through the nomination process. The award was Nancy.

Nancy is a registered nurse at JMV since 2006. She has not only demonstrated her skill and competence in her work but also worked everyday to support the JMV Mission. Nancy is highly respected by staff and other staff members. Her nominations and awards provide an understanding of her shift when she is on duty.

*“Nancy is a treasure before we ask..... we can just tell” “Nancy is for her” Nancy is everyone as an employee.*

also recognize length of service at 5, 10 and 15 year

### **Fifteen Years**

Arminda (Minda) Buddhipala  
Faktaurere (Tonu) Marlow  
Hyun Lee  
Lilis Matlak





## A Note of T

---

*“Thank you all for your care and of both my parents over the past It has been an amazing journey you all & the wonderful staff Your committed care of my dad past 18 months was wonderful end... AND now with Mum, as of a husband of 71 years, everyone gentle! Thank you to all the staff*

---

*“I would like to thank James Village for the care of my Grandmother.*

*My Mother and Aunty were impressed with the care and she received whilst with you, from time in Independent Housing until required greater assistance. My and I were particularly impressed greatly comforted by the care she her final hours. All staff were wonderful. Please pass on our sincerest thank*





**Peter Antaw**  
**DEPUTY CHAIRMAN**  
**B. Eng (Electrical)**

Former Divisional Manager of Energy Australia (now Ausgrid) and has extensive experience in the electricity supply industry.

Board Member since 2012  
Chair of Site Development Committee.

Member of the Audit & Risk Committee

Nominee from Community



**Ally Murphy**  
**BOARD DIRECTOR**  
**Diploma Business Administration**

Diploma Business Administration

Broad Aged Care experience across the independent living, residential aged care and dementia care sectors. Experience in the development of greenfield sites.

Board Member since 2017

Member of the Governance, Legal & HR Committee;  
Member of the Site Development Committee

Nominee from North Sydney Council

## Senior Management Team & Key Staff Profiles



**Jennifer Stuar**  
**CHIEF EXECUTIVE C**

Jennifer commenced life as a registered nurse since developed her career in management. Her career spans ageing and retirement services for 22 years.

Jennifer holds qualifications in Health Management, Business Management graduate of the Australian Company Directors (G

As a senior manager, she has a balanced set of results in financial stability and service outcomes



**Lois Towart**  
**Assoc DipVal BBus FAPI SF Fin GAICD**

Extensive experience in valuations and analysis specialising in retirement housing and residential aged care.

Member of Audit & Risk & Site Development Committees.

Nominee from Community



**Phillip Rankin**  
**B.Bus (Accounting), CPA, ATI, JP, Accountant, Registered Tax Agent, JP & Member Taxation Institute**

Extensive experience as Chief Financial Officer, Finance Director & Managing Director.

Extensive board experience, audit committee chairman & deputy chairman,

Former director The Mac Credit Union & Macarthur Diversity Services Inc.

Chair of Audit & Risk Committee.

Member of Governance, Legal & HR Committee.

Nominee from Community



**Rakshya Sharma**  
**CLINICAL MANAGER**

Rakshya joined James Milson Village four years ago after she graduated as a Registered Nurse. She has quickly risen from Unit Manager within Carabella House to Clinical Manager.

Rakshya recently completed a Certificate IV in Leadership and Management.



**Joan Fernand**  
**CHIEF FINANCIAL C**

Joan Fernando has extensive experience in aged care finance level. She is also a not for profit organisation disability sector.

Joan is a Fellow of the Institute of Management (UK), CPA, Master's Degree in Administration from the New England and has the Australian Institute of Directors (AICD).



**med**

15 years of  
rmation Technology,  
rs as ICT Manager at  
ge.  
isters in Networking  
tration (Major in  
al Forensics and Risk  
d has gained various  
co & Microsoft)  
ding ITILv3, CCNA,  
E, MSTS and others.  
leted Certificate II in  
& Certificate IV in  
1 was also speaker at  
nology in Aged Care  
n Sydney.



**Pip Stanford**

**QUALITY AND SYSTEMS MANAGER**

Pip has chosen to start her Aged Care  
Career here at James Milson Village.  
With over 15 years experience in  
large and small retail and wholesale  
businesses, Pip brings a wealth of  
knowledge and experience in systems,  
process analysis and training.



**er**

es Milson Village in  
apeutic support to  
g counselling.  
Arts (Counselling),  
na of Community  
Bachelor of  
brings a range of skills  
are. Helen has worked  
fit sector for over 45  
one time, Manager of  
bourhood Centre and  
Manager of Uniting  
ablelands Manager  
unity Care.



**Suresh Aryal**

**ACCOUNTANT**

Suresh joined James Milson Village in  
2012 as an Accounts Receivables and  
Administration Clerk.  
Suresh holds a Masters in Commerce  
(Professional Accounting) having  
graduated in 2011.



**James Milson Village**

**4 Clark Road, NORTH SYDNEY NSW 2060**

**Phone: (612) 9346 1500**

**[www.jamesmilsonvillage.com.au](http://www.jamesmilsonvillage.com.au)**

**ABN: 88 001 259 294**

#### **9.14. Draft Community Grants and Subsidies 2020/21**

**AUTHOR:** Rebecca Aukim, Acting Director Community & Library Services

**ENDORSED BY:** Ken Gouldthorp, General Manager

**ATTACHMENTS:** {Community Grants and Subsidies Policy}

#### **PURPOSE:**

That the Draft Community Grants and Subsidies 2020/21 report be placed on public exhibition for a minimum of 28 days, aligning with the Amended Delivery Program/Draft Operational Plan 2020/21.

#### **EXECUTIVE SUMMARY:**

The Donations and Subsidies Program for 2020/21 is presented as follows:

- Category A: Community Centres and Cultural Facilities
- Category B: Child Care Centres
- Category C: Centres of local & sub regional importance
- Community Housing
- Aged Care Accommodation
- Recreational Facilities Program
- Subsidies for individuals
- Ongoing North Sydney community services not in Council buildings
- Internet/telephone support for seniors
- Small Grants: new and innovative & sport and well-being
- Food grants.

#### **FINANCIAL IMPLICATIONS:**

Cash grants to community services total \$833,840 – a net increase of \$23,892 from 2019/20. These amounts have already been incorporated into the draft estimates for 2020/21. The main elements are:

- Council's Community Centres \$579,100
- Community Services not in Council Buildings \$193,340
- Childcare \$23,400
- New and innovative projects \$24,000
- Food Grants \$11,000
- Sport and Wellbeing \$3,000

The financial circumstances for the services discussed in the report necessarily predate COVID-19 as they are based on audited figures for the 2018-19 financial year for Community Centres, and the Jan-Dec 2019 year for childcare. Each of these services has been impacted by

COVID-19 and this will flow through to their 2020/21 financial results.

**RECOMMENDATION:**

**1. THAT** the Draft Community Grants and Subsidies 2020/21 report be placed on public exhibition for a minimum of 28 days, aligning with the Amended Delivery Program/Draft Operational Plan 2020/21.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **4. Our Social Vitality**

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

## **BACKGROUND**

North Sydney Council's method of delivery in community services is a combination of (i) direct service (minimal), (ii) contract management, and (iii) stimulating the not for profit and volunteer sector (particularly the volunteer Boards of the community centres and child care centres) through Joint Plans of Management, professional support and a grants program

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

### **1. Introduction**

Each year Council invites community organisations to apply for a donation from the Council to assist in the provision of services for the North Sydney community. Council's objectives in helping to fund selected projects and services are:

- To help organisations meet high priority needs within the local government area and to avoid reductions in prevailing levels of community support; and
- To provide financial contributions in recognition of the value of selected services to the community. (Note: Council's contribution is not intended to be the sole source of funding for any project or service.)

The grants have made possible an important spread of services benefiting residents of the North Sydney local government area. The projects they support represent community initiatives displaying creativity, co-operation, originality and access and equity principles.

All funding requests submitted to Council are evaluated in terms of:

- The type of need being met; the unique qualities of the project; its level of innovation and the degree to which it meets the objectives of Council's social planning programs;
- The financial status of the organisation or service provider; the quality of its management and organisational structure; its funding levels and sources; and its ability to account for funding sources, fund applications and outcomes; and
- Council's Community Grants and Subsidies Policy and criteria.

Grant funds have been distributed equitably over the following sections of the community:

- Youth
- Indigenous Affairs
- Cultural and Linguistic Diversity (CALD)
- Disability Services
- Cultural and Recreational Activities
- Family Support
- Children's Services
- Services for Older People
- Educational Projects
- Counselling Services
- Advocacy
- Information Resources

All groups seeking financial support have valid roles to play in extending the reach and variety of services available to the community. Over the period the program has existed, Council has maintained a balance between groups in supplying funding.

The categories of funding, responding to community needs and priorities as set out in the Community Strategic Plan and sub-plans, is expressed in the following breakdown:

- Category A: Community Centres and Cultural Facilities (2.2 Tables 1-3)
- Category B: Child Care Centres (2.2 Tables 4-8)
- Category C: Centres of local & sub regional importance (2.2 Table 9-10)
- Community Housing (2.2 Table 11)
- Aged Care Accommodation (2.2 Table 12)
- Recreational Facilities Program (2.2 Table 13)
- Subsidies for individuals (2.2 Table 14)
- Ongoing North Sydney community services not in Council buildings (2.2 Table 15)
- Internet/telephone support for seniors (2.2 Table 16)
- Small Grants: new and innovative & sport and well-being (2.3) (i)
- Food grants: (2.3) (ii)

All grants are acquitted annually, either through the Joint Strategic Plan reviews or through specific acquittal forms.

## **2. Service Infrastructure**

### **2.1 Joint Strategic Plans Model**

The annual reporting format for JSPs for the community centres provides a detailed picture of the community centres' financial and operational progress. The centres' performance in the past year reflected a sustained range of cultural and educational programs. They have continued to develop and improve services they provide to the aged, youth, families, children and people with disabilities. All of the major centres have renewed or are renewing their strategic plans for the next three years. The JSPs also assist Community Centres to align their planning with the North Sydney Community Strategic Plan 2013-2023.

### 2.1.1 Crows Nest Centre (CNC)

The Centre's current lease has been renewed and will expire in June 2025. Excluded from the lease are:

- the joint Council/NSW Health's Family and Children's Health Centre on Level 4;
- Studio A, a not-for-profit organization that works with artists with a disability to enable them to enter the workforce, also on Level 4;
- the Lower North Shore Community Transport Office on Level 3 and
- the Occasional Care Centre (KidsNest) on level 2.

When the building opened in 1989, in order to support the Centre and ensure its financial stability, Council allocated Level 4 - at the time of the building's opening - to Council's commercial property portfolio, and diverted the income derived thereby to the Centre's operational budget. This arrangement has since been replaced with a fixed grant, with offsets also made for exclusion of the four premises mentioned above.

For 2018/19 the Centre has returned a small surplus of \$8,488, including depreciation of \$9,290.

The Centre's performance was reviewed against the Joint Strategic Plan and reported to Council at its meeting 24 February 2020. Council supports the Centre in-kind through nominal rent, parking and trade waste services. The new lease requires the Centre to pay water usage charges and an allowance to cover this has been made.

The total recommended cash subsidy for 2020/21 for this Centre (North Sydney's principal agency for delivering services to the aged and disabled) 2019/20 is \$415,600. Continuation of this subsidy will assist the Centre in recovering from COVID-19, particularly in view of the deficits in recent years and for the collapse of its one stream of revenue (room hire) apart from grants in January to June 2020.

#### Crows Nest Centre's Profit (Loss) from Ordinary Activities After Tax

Year	Result	Reserves (Equity)	Funded Liabilities
2012/13	(\$13,893) deficit	\$355,362	
2013/14	(\$26,002) deficit	\$329,660	
2014/15	\$39,362 surplus	\$369,022	
2015/16	\$5,947 surplus	\$374,969	
2016/17	(\$7,929) deficit	\$367,040	
2017/18	(\$8,440) deficit	\$358,600	
<b>2018/19</b>	<b>\$8,488 surplus</b>	<b>\$367,088</b>	<b>\$409,017</b>

### 2.1.2 North Sydney Community Centre (NSCC)

The Centre's lease expires in 2021 and NSCC continues to provide a strong suite of programs in the newest building in Council's community services portfolio, under its volunteer Board. Following near insolvency during the Centre's demolition phase in 2006 and a reduced subsidy initiated by the Centre itself, for 2010/11 to \$67,514 (a reduction of \$20,166). The Centre has



now delivered a deficit for the first time in 10 years. For 2018/19 the deficit was \$11,672, largely owing to necessary equipment upgrades.

The Centre's performance was reviewed against the Joint Strategic Plan and reported to Council at its meeting 28 October 2019. Council supports the Centre in-kind through nominal rent, parking and trade waste services.

The total recommended cash subsidy for 2020/21 for this Centre (North Sydney Council's principal agency for adult education classes and operator of the Northside Produce Markets) is for a small increase of \$2,830 over 2019/20 and is \$63,000. Continuation of this subsidy will assist the Centre in recovering from COVID-19, particularly in view of the deficit for the last complete financial year

### **North Sydney Community Centre's Profit (Loss) from Ordinary Activities After Tax**

<b>Year</b>	<b>Result</b>	<b>Reserves (Equity)</b>	<b>Funded Liabilities</b>
2012/13	\$15,845 surplus	\$262,766	
2013/14	\$6,195 surplus	\$268,961	
2014/15	\$33,247 surplus	\$302,208	
2015/16	\$42,697 surplus	\$344,905	
2016/17	\$44,912 surplus	\$389,817	
2017/18	\$39,836 surplus	\$429,683	
<b>2018/19</b>	<b>(\$11,672) deficit</b>	<b>\$417,981</b>	<b>\$119,084</b>

#### **2.1.3 The Kirribilli Centre (TKC)**

The Centre's lease expires in 2020 and is in the process of being renewed, along with a lease over The Centre in the Park [Blue Knot Foundation left these premises in 2019 and now occupy a commercial tenancy in Council's No 1 James Place, made possible by a significantly increased Federal Grant]).

Council will be aware that some of TKC's activities are funded by a Federal Government (Department of Social Services) grant which expires in June 2020. This grant was aimed at people who provide support and respite for someone with a mental illness. In 2018/19 the Centre did not take on new carers but continued to offer care to the 233 existing carers. Over the life of the program the Centre served 876 carers.

The Carer's Program at its peak in 2015/16 provided \$420,151 of Federal Grants to the Centre, reducing each year since that time. This is the source of the healthy surplus reported each year.

For 2018/19 the Centre has returned a surplus of \$81,459. This was achieved by the Centre reducing Carers' program staff by a number of full and part time positions and the TKC Manager taking on the duties of the Carers' Program Manager. The salary for the TKC Manager costs has in effect since been charged to the Carers' Federal grant cost centre. This contributes significantly to the surplus.

In 2016/17 the Board commenced a series of initiatives to meet the looming financial challenge. These initiatives continued in 2018/19. The most productive strategy has been an increase in Room Hire Income of \$57,000 per annum. The approximate target for increased income and/or efficiencies in service delivery is \$78,000 per annum.

The Centre's performance was reviewed against the Joint Strategic Plan and reported to Council at its meeting 25 November 2019. Council supports the Centre in-kind through parking subsidies, trade waste services and the use of Bradfield Park Central for the Kirribilli Markets.

The total recommended cash subsidy for 2020/21 for this Centre (North Sydney Council's only significant community facility on the eastern side of the Warringah Freeway, provider of adult education classes and operator of the famous Kirribilli Markets) is maintained at 2019/20 levels with a small increase of \$2,600 and is \$53,300. Provision of this grant will partly cushion the Centre's fall into deficit in 2020/21 arising from cessation of the Federal Grant.

#### **The Kirribilli Centre's Profit (Loss) from Ordinary Activities After Tax**

<b>Year</b>	<b>Result</b>	<b>Reserves (Equity)</b>	<b>Funded Liabilities</b>
2012/13	(\$39,892) deficit	\$234,575	
2013/14	\$5,848 surplus	\$240,424	
2014/15	\$57,673 surplus	\$298,096	
2015/16	\$1,582 surplus	\$299,678	
2016/17	\$68,206 surplus	\$367,884	
2017/18	\$150,575 surplus	\$518,460	
<b>2018/19</b>	<b>\$81,459 surplus</b>	<b>\$599,919</b>	<b>\$194,674</b>

#### **2.1.4 May Gibbs' Nutcote**

Attendance for the year at the Museum was 9,192, an increase of 55% over the previous year and for the first time in many years Nutcote made a small operating profit of \$21,342. This was gained largely from increased donations, retail sales and admission fees, possibly driven by public interest in visiting Nutcote arising from the 100-year Anniversary of the publication of Snugglepot and Cuddlepie, in the view of the Treasurer.

The Trust's articles prevent the Endowment Fund being applied to operating costs, but 25% of the interest earned on this fund is available for operating costs, currently providing around \$6,243 p.a.

Nutcote's balance sheet also shows a Capital Account and Asset Revaluation Reserve that relate to the premises Nutcote owns at 2a Wallaringa Avenue, Neutral Bay, serving as an office for Nutcote's Curator, amenities, a boardroom, archives and a residential unit, the income from which contributes to Nutcote's balance sheet.

Council has recently undertaken a limited governance review of Nutcote, prompted by the submission of a revised constitution for Council's consideration. Nutcote now has a modern constitution and North Sydney Council has become the sole shareholder, holding the only two shares, and has delegated its voting entitlements at the Annual General Meeting to the General Manager and Director, Community and Library Services.

Nutcote's cash donation each year is towards operating costs and to sharing the cost of business and public liability insurance premiums (approximately 50%). Council supports the Centre in-kind through rates, parking subsidies and trade waste services.

The Centre's performance was reviewed against the Joint Strategic Plan and was reported to Council at its meeting 25 November 2019.

The total recommended cash subsidy for 2020/21 for the Museum (North Sydney Council's only property listed on the National Heritage Register) is held at the same level as for 2019/20 and is \$40,900.

### **Nutcote's Profit (Loss) from Ordinary Activities After Tax**

<b>Year</b>	<b>Result</b>	<b>Endowment Fund</b>	<b>Funded Liabilities</b>
2011	\$26,295 surplus	\$289,809	
2012	(\$12,046) deficit	\$304,560	
2013	(\$12,429) deficit	\$319,898	
2014	(\$24,879) deficit	\$335,279	
Jan 2015 – June 2016	(\$15,781) deficit	\$346,833	
2016/17	(\$10,793) deficit	\$352,428	
2017/18	(\$6,265) deficit	\$360,209	
<b>2018/19</b>	<b>\$21,342 surplus</b>	<b>\$366,940</b>	<b>\$20,800</b>

### **2.1.5 Primrose Park Art and Craft Centre**

Under its Disability Inclusion Action Plan 2016-19, Council approached the Board in early 2017 with a proposal to refurbish the Art and Craft Centre interior, installing a lift and accessible amenities, as well as enhancing the building's heritage fabric and relocating and widening the entrances. The Board agreed and, after considerable preparations commencing March 2018, granted Council vacant possession on 25 June 2018. The Centre was reopened by the Mayor on 27 April 2019.

During the renovation period contribution levies were suspended. Insurance was maintained. Post renovations tenant storage changes and restocking amounting to \$3,600 was incurred, additionally \$1,000 was contributed supporting the NSC Art Awards. These costs were met from accumulated reserves. Prudential reserves for \$16,684 are considered adequate and appropriate.

The Centre's lease expires on 31 December 2020. The Centre's performance was reviewed against the Joint Strategic Plan and reported to Council at its meeting 24 February 2020

<b>Direct Grant</b>	<b>NSC</b>	<b>Other</b>		
	Nil	Nil		
<b>Turnover</b>	<b>Year</b>	<b>Income</b>	<b>Expenditure</b>	
	2016/17	\$9,054	\$6,166	
	2017/18	\$6,739	\$5,499	
	2018/19	\$2,649	\$9,086	
<b>Sustainability</b>	<b>Year</b>	<b>Result</b>	<b>Equity</b>	<b>Liabilities</b>
	2016/17	\$2,888 surplus	\$21,891	0
	2017/18	\$1,240 surplus	\$23,131	0
	2018/19	(\$6,447) deficit	\$16,684	0

### **2.1.6 North Sydney Men's Shed**

The Centre's lease expires on 31 December 2020. The Centre's performance was reviewed against the Joint Strategic Plan and reported to Council at its meeting 28 October 2019.

\*During the year the Treasurer undertook an inspection of the Shed's equipment and created a schedule of items that belong to the shed, and those which are owned by Council and loaned to the Shed. There was consequently a substantial reduction in the Shed's fixed assets (machinery and equipment) over previous years.

<b>Direct Grant</b>	<b>NSC</b>	<b>Other</b>		
	\$4,921	Nil		
<b>Turnover</b>	<b>Year</b>	<b>Income</b>	<b>Expenditure</b>	
	2017/18	\$5,148	\$4,206	
	2018/19	\$3,830	\$3,799	
<b>Sustainability</b>	<b>Year</b>	<b>Result</b>	<b>Equity</b>	<b>Liabilities</b>
	2017/18	\$9,42 surplus	\$61,821*	0
	2018/19	\$31 surplus	\$17,487	0

## 2.2 Contributions and Subsidies

### Category A: Community Centres and Cultural Facilities

<b>1: Direct Grants</b>		<b>(\$)</b>
Crows Nest Centre - programs		393,300
Crows Nest Centre - recognition of LNS Community Transport Lease		22,300
<b>Crows Nest Centre</b>	<b>Subtotal</b>	<b>\$415,600</b>
<b>North Sydney Community Centre - programs -</b>	<b>Subtotal</b>	<b>\$63,000</b>
Kirribilli Neighbourhood Centre - programs		45,300
Kirribilli Neighbourhood Centre - Wellness Services		8,000
<b>Kirribilli Neighbourhood Centre</b>	<b>Subtotal</b>	<b>\$53,300</b>
Nutcote - programs		31,900
Nutcote – contribution to public liability and insurance premiums		9,000
<b>Nutcote</b>	<b>Subtotal</b>	<b>\$40,900</b>
<b>North Sydney Men's Shed</b>	<b>Subtotal</b>	<b>\$6,300</b>
<b>Primrose Park Art and Craft Centre</b>	<b>Subtotal</b>	<b>Nil</b>

<b>2. Service Subsidies</b>		<b>(\$)</b>
Crows Nest Centre - parking (permanent spaces guaranteed under lease (Centre; including Meals on Wheels and other Volunteers))		55,400
Crows Nest Centre - daily trade waste		19,656
Crows Nest Centre - 4 event banners per year		800
North Sydney Community Centre - parking (children's services discounts)		20,000

<b>2. Service Subsidies</b>		<b>(\$)</b>
North Sydney Community Centre - daily trade waste;		5,824
Northside Produce Markets (twice per month): 14 waste and 12 recycling bins per month + 2 banners per month		12,096
Kirribilli Centre - daily trade waste;		5,096
Kirribilli Markets (twice per month) 40 waste and recycling bins per month+ 2 banners per month		28,000
Kirribilli Centre - on street parking - volunteers (7)		2,000 (est.)
Nutcote Museum - rates and maintenance		18,400
Kelly's Place Child Care Centre - parking subsidy (permanent spaces)		9,300
<b>3. Rates, insurance, gardening, building maintenance etc.</b>		<b>(\$)</b>
Crows Nest Centre (Includes whole building but Level 4 tenanted by Early Childhood and a disability arts service that pays rent)		193,800
North Sydney Community Centre		67,200
Kirribilli Centre (TKC) (Fitzroy Street)		43,100
North Sydney Indoor Sports Centre Complex		218,800
Primrose Park Arts and Craft Complex		21,000
TKC's Centre in the Park (Forsyth Park Scout Hall)		8,100
Men's Shed (Smoothey Park Scout Hall)		7,400
Kelly's Place Child Care Centre		26,900
Neutral Bay Community Centre (includes Seniors Room)		105,900
McMahons Point Community Preschool (includes Community Hall with stage on Level 2)		68,500

**Category B (i): Parent-operated Child Care Centres:**

<b>Kelly's Place Long Day Care Centre*</b>		Equity	Funded Liabilities	Leased until 31 August 2021
Year	End of year result			
2015	\$8,244 surplus			
2016	(\$3,517) deficit			
2017	\$17,257 surplus			
2018	(13,463) deficit			
2019	**(\$58,298) deficit			
Direct Grant	\$5,000			
Rent	Nil	\$38,815	\$281,299	

\*Founded by Council

\*\*includes:

- payment of entitlements to long serving former Director
- payment of payroll tax which is not required of a not-for profit childcare centre and will be refunded by the ATO
- higher than budgeted expenditure on casuals due to staff absences
- higher than budget expenditure on food for the children

<b>McMahons Point Community Preschool**</b>		Equity	Funded Liabilities	Leased until 30 April 2021
Year	Result			
2015	(\$11,304) deficit			
2016	(\$9,861) deficit			
2017	(\$37,538) deficit			
2018	(\$1,681) deficit			
2019	\$34,557 surplus			

<b>McMahons Point Community Preschool**</b>		Equity	Funded Liabilities	Leased until 30 April 2021
Year	Result	\$17,149	\$52,412	
Direct Grant	\$9,400			
Rent	Nil			

\*\*Founded by Council. The new Management Committee has implemented initiatives that have turned the finances around. More work needs to be done.

<b>KidsNest Occasional Care*</b>		Equity	Funded Liabilities	Leased until 30 June 2020
Year	Result	\$33,345	\$38,582	
Yr. end October 2015	(\$13,770) deficit			
Yr. end October 2016	(\$7,615) deficit			
Yr. end October 2017	(\$19,730) deficit			
Yr end October 2018	(\$4,996) deficit			
Yr end October 2019	\$2,415 surplus			
Direct Grant	\$9,000			
Rent	\$6,400			

\* Founded by Council: the only dedicated occasional care facility in North Sydney

<b>4. Cammeray Children's Centre*</b>		Equity	Funded Liabilities	Leased until 15 April 2021
Year	Result	\$124,112	\$137,607	
2015	(\$6,843) deficit			
2016	(\$9,860) deficit			
2017	\$43,454 surplus			
2018	\$22,764 surplus			
2019	**(\$53,813) deficit			
Direct Grant	Nil			
Rent	\$12,606			

\*Originally an offshoot of KidsNest, now long day care managed by parents

\*\*One-off improvements to the centre plus additional outdoor cleaning from bushfire smoke: year of Rating and Assessments: costs won't be incurred in coming years

**Category B (ii): Child Care Centres operated by not-for-profit entities**

<b>5. Facility</b>	<b>Maintenance p.a.</b>	<b>Rent p.a.</b>
Forsyth Park Community Centre (Preschool; Vacation Care; Playgroup)	\$63,400	\$12,420 (from Montessori only)
Kendall C Centre (KU Preschool)	\$77,100	\$12,106
Kendall C Centre (Cammeray Children's Centre) Parent run		See table 7
Grandstand Kindergarten	\$26,450	\$11,629

**Category C: Centres of Local and Sub-Regional Importance**

<b>9. SERVICE SUBSIDIES</b>	<b>(\$)</b>
Early Childhood Centre (Crows Nest) - parking	30,000
Early Childhood Centre (Cremorne) - parking	9,600
Early Ed Clinic - parking	2,000
St Mary's Refuge – parking subsidy	21,000

<b>10. Facility</b>	<b>Maintenance p.a.</b>	<b>Rent p.a.</b>
Early Ed Clinic - Cunningham St North Sydney	\$16,700	Nil
Early Childhood Centre - Cremorne	\$30,000	Nil
Early Childhood Centre - CNC	Incl. in CNC	Nil
Neutral Bay Community Centre: Relationships Australia	Incl. in NBCC	Nil
Neutral Bay Community Centre: Seniors	Incl. in NBCC	Nil

**Community Housing\***

<b>11. Manager/Co-owners</b>	<b>Outgoings 2018/19</b>	<b>Income 2018/19</b>
Link Housing -131 tenancies & 23 addresses	\$360,429	\$880,929
Taldumande Youth Services – 1 tenancy, 1 address	Unknown	Nil

\*For further information, see Council Report CLS 03 *Council-owned residential properties – value outgoings and income 19/2/2018*.

Note: these figures have not been updated due to the complexity of the transfer to Link of FACs managed properties that have recently taken place. Link Housing is working through a property condition report which will be considered in due course.

**Aged Care Accommodation\*\***

<b>12. Co-owner and Operator</b>	<b>Value of Lease</b>	<b>Revenue forgone by NSRT for supported and partially supported residents</b>
North Sydney Retirement Trust (NSRT); James Milson Village	\$707,200	\$1,200,000

\*\*For further information, see James Milson Village Annual Report 2018/19 “Social Justice Deliverables” and Council Report CLS 0 *James Milson Village – Council nominees to the Board 2018/19 – 30/4/2018*

### Recreational Facilities

<b>13. (service subsidies)</b>	<b>(\$)</b>
North Sydney Tennis Centre – parking	4,000
North Sydney Indoor Sports Centre (NSBA) - parking	13,000
North Sydney Olympic Pool - pensioner, seniors and benefit card discount*	111,277
North Sydney Olympic Pool - crèche subsidy	25,215
North Sydney Olympic Pool - Park'n'swim: totally offset by parking meter revenue	510,000
Cammeray Public School – free use of playing fields	n/a
Neutral Bay Public School – free use of playing fields	n/a
North Sydney Demonstration School – free use of playing fields	n/a

\*The North Sydney Olympic Pool discount for pensioners, seniors and benefit card holders calculation is based a full fee paying adult.

### Subsidies for Individuals

<b>14. Service Subsidies</b>	<b>(\$)</b>
Voluntary pensioner rate rebate (there is also a statutory rebate; but this is reimbursed to Council by the State Government and not reported here)	\$154,350
Graffiti removal: private properties (934 instances; 1,199 sq. m)	\$78,771

### Ongoing Support for North Sydney Community Services not in Council Buildings

<b>15. Direct Grants</b>	<b>(\$)</b>
Ensemble Theatre - contribution to rates	3,800
Neutral Bay Seniors Club	6,000
Royal Art Society - contribution to rates	5,500
North Sydney Symphony Orchestra – operational	4,600
North Sydney Youth Symphony - operational	2,300
North Sydney Orchestras – contribution to venue hire	4,600
Story to Screen (youth arts program with local schools managed by Council's arts team)	18,000
Pensioner Christmas Relief	12,500
Pensioner Christmas dinners	3,500
Baptist Care (formerly Constant Companion): North Sydney residents	2,000
DARTS Bus internal hire costs	10,440
Phoenix House Youth Services	3,000
Taldumande Youth Refuge	4,000
Aboriginal Projects	5,000
Community Groups Insurance (Live Poets, Greenway Tenants, Neutral Bay Seniors)	4,000



Highland Dancers - Australia Day	3,000
Waverton Hub	3,300
Crows Nest Fair – fully funded from Streetscape Levy – includes 50% contribution to clean-up	73,000
North Sydney Sub-branch PA hire for ANZAC & Remembrance Days	2,500
Centre Playgrounds – play equipment and tree inspections contribution	25,000

### Internet/Telephone Support for Seniors

<b>16. Service subsidies</b>	<b>(\$)</b>
Neutral Bay Seniors - annual Internet connection	500
McMahons Point U3A - annual Internet connection	500
Primrose Park Art and Craft Centre - annual Internet connection	500
Cammeray Croquet Club - annual Internet connection	500
Waverton hub – message bank in Don Bank	500
Greenway Tenants Union annual Internet connection	500
<b>TOTAL</b>	<b>\$3,000</b>

### 2.3(i) New and Innovative Small Grants 2020-21

Organisation	Amount Requested	Amount Recommended
<b>Successful</b>		
Calling Out Coercive Control Group	1,500	1,000
Early Education (EarlyEd) Inc.	2,000	1,200
Gidget Foundation Australia	1,950	1,000
Greenway Tenants Group Incorporated	1,000	1,000
KidsNest Crows Nest Occasional Care	1,600	1,200
Lower North Shore Child and Family Interagency	2,000	2,000
Lower North Shore Domestic Violence Network	2,000	2,000
Murray Street Libraries (auspice Link Housing Limited)	2,000	250
Neutral Bay Senior Citizens Club	1,500	1,500
North Shore Community Band	1,583	1,200
North Sydney Community Centre	2,000	250
Oz Harvest	2,000	1,500
Persian Morning Tea (auspice Crows Nest Centre)	1,500	800
Phoenix House Youth Services	2,000	1,500
Reach Your Potential: Employability Workshops for Skilled Migrants (auspice Crows Nest Centre)	2,000	800
St George Community Housing	1,200	1,200
St Vincent de Paul	3,750	2,500
Taldumande Youth Services	4,500	1,500
The Chinese Christian Church	1,500	800
The Shepherd Centre	2,000	800

<b>Organisation</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
<b>Total Successful</b>	<b>\$35,583</b>	<b>\$24,000</b>

<b>Unsuccessful Applications</b>		
Assisted Community Living Limited – Gig Buddies	2,000	0
Gilbert & Sullivan Opera Sydney (withdrawn due to COVID-19 restrictions)	500	0
Kelly's Place Children's Centre	1,999	0
StreetWork Australia Limited	2,000	0
Sydney Multicultural Community Services Inc	2,000	0
<b>Total Unsuccessful</b>	<b>\$8,499</b>	<b>0</b>

### Sports and Wellbeing Grants

#### New and Innovative - Successful Applications

<b>Successful Applications</b>		
<b>Organisation</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
The Kirribilli Centre	2,000	1,550
1st North Sydney Scout Group	950	950
CAMMERAY CROQUET CLUB INC	500	500
<b>Sports and Wellbeing Total</b>	<b>\$3,450</b>	<b>\$3,000</b>

#### **Calling out Coercive Control monthly discussion group**

This funding is for costs for facilitating a support group for people who have experienced coercive control and the impacts of psychological abuse in relationships. Funding will to help cover costs of room rent at Crows Nest Centre and organisation start-up costs. This group was established after the Jess Hill event at Crows Nest Centre last year and meets monthly and is in connection regularly by email and Facebook. The aim is to provide support, connection and respect for people who have been abused and specifically who have suffered from psychological abuse.

## **Early Education Inc.**

### **Active Toddlers in Outdoor Spaces Social Media**

This project will produce social media information for families and particularly will support families of children with delayed development and a disability as well as the needs of children aged 0-4 years of all abilities. The information will support families to know how to engage their child in play, in ways that support early development and learning, while being active, particularly while out in the outdoor spaces of North Sydney. It will help families make use of the current useful community resources such as parent websites and “A Place to Play” Playground Guide for North Sydney Council and “Every One Can Play Guidelines 2019” for inclusion in play spaces.

### **Gidget House North Sydney - Bunny Book Project**

Gidget Foundation Australia (GFA) supports expectant and new parents experiencing perinatal depression and anxiety via its programs. The Bunny Books are a collection of four stories for children with psychological strategies to help parents. The Bunny Books have each been written based on different techniques to help new parents with common problems that arise, equipping them with what they need to step into parenthood happily and powerfully. The strategies addressed include tackling insomnia, discovering the power of gratitude, managing anxiety and fear and overcoming low motivation. Existing or new Gidget House Northern Sydney clients will be gifted a set and in addition the Gidget Foundation will provide five (5) sets of Bunny Books to Stanton Library for local families to borrow. To launch this, a Gidget Foundation Psychologist could perform a reading of the Bunny Books at the library and invite local families and Mothers Groups to attend.

### **Greenway Tenants Group**

The Community Centre at Greenway provides services to residents such as an internet cafe, a food distribution service, office services, a library and kitchen. Greenway has 400 residents who are disadvantaged citizens and need food assistance. The Community Centre kitchen serves hot meals cooked in the centre kitchen on Tuesdays. OZHarvest on Wednesday and Saturday and pies, sausage rolls and sandwiches on other days.

### **KidsNest Crows Nest Occasional Care**

Zumba Dance Classes for children and families in care. The project will run for 16 weeks and will be held at KidsNest from 11am - 11:45am. Families who attend the centre will be able to participate in the Zumba classes with their children and socialise afterward at lunchtime.

### **Lower North Shore Child and Family Interagency**

Crows Nest Safe Village Project will facilitate two events centred on healthy family relationships. The two events will engage well known speakers and authors to speak about families, parenting and healthy relationships. The events will be held next financial year and will be open to the general public in Crows Nest.

## **Lower North Shore Domestic Violence Network**

### **Domestic Violence Community Services Resource for workers**

A need has been identified for a comprehensive guide for workers seeing clients in the community and who suspect that their clients may be experiencing domestic/family violence. The intention of the guide is to help the workers understand what their clients may be experiencing and to help them to assist these clients with appropriate advice and referrals to services. A similar resource has recently been developed for services in the Eastern Suburbs and permission has been received to reprint with the required alterations to provide accurate service provider and referral information for North Sydney.

### **Murray Street Libraries (auspiced by Link Housing)**

This application is for funding the building of 4 street libraries, 3 of which will be installed in the North Sydney municipality, to be installed on Link Housing properties or public areas. The street libraries are designed and built by John Murray, a Link Housing resident who is a retired Architect.

### **Neutral Bay Senior Citizens Club Inc.**

Neutral Bay Seniors Volunteer Screening and Training - The aim of this project is to both upskill volunteers whilst also undertaking relevant screening. Volunteers will be advised in writing of changes to local policies and the introduction of police checks. They will then have three months to complete the check. Training will also be offered to all volunteers with a focus on customer service and engaging with the community.

### **North Shore Community Band Inc.**

The Community Band currently has a band for complete beginners and wants to start a second band for people in the community who once played a musical instrument but haven't played for many decades. i.e., those adults who played an instrument at school and then life took over. The second band will target adults with a marketing plan and encouragement to rekindle their music and come together with like-minded music makers in the community. A dedicated weekly session for the second band will be funded by this grant and would help to cover operational costs such as conductor, music, hall hire and insurance.

### **North Sydney Community Centre**

Funding for one day event with speakers discussing sustainability and innovation in our NS community and wider national and global contexts. The event will include local speakers, highlighting the events and actions taking place locally, and addressing how individuals in the community can contribute, as well as to speakers addressing national and international discussions on sustainability.

### **Oz Harvest NEST (Nutrition Education Skills Training)**

The Nest project is a public health nutrition education program that brings together isolated and marginalised community members over educational group activities and will be delivered to Greenway residents with the aim to effecting long-term behaviour change. The toolkit of

resources is targeted to low socio-economic status and low literacy adults and a qualified nutritionist will deliver the program over 6 weeks to a group of 6-15 participants. Each weekly session is 2.5 hours and features a key theme around healthy eating and all ingredients and kitchen equipment is included as well as post program resources including a NEST Cookbook, meal planning resources, and an evidence-based WOOP (Wish-Outcome-Obstacle-Plan) goal setting and behaviour change tool.

### **Persian Morning Tea (auspiced by Crows Nest Centre)**

Persian Morning Tea is held monthly, on the third Saturday of most months. It targets Farsi speaking residents of North Sydney and surrounding areas and aims to create social inclusiveness and connectedness. The group comes together over morning tea, sharing a cuppa and cultural food, listens to topical guest speakers, watches original films, connects with writers and scholars from across the world.

### **Phoenix House Youth Services**

Fun Foodies aims to target youth 'at-risk' as well as CALD background youth residing in the local community area. The project sits within living skills program that helps to prepare young people for more independent living. The idea to deliver the project within Fun Friday curriculum - there are Fun Foodies sessions scheduled and supervised by the program manager.

### **Reach your Potential (auspiced by Crows Nest Centre)**

Reach Your Potential: Employability Workshops for Skilled Migrants involves six half day workshops for migrants from North Sydney and surrounding areas and aims to enhance job application skills to improve their ability to find employment in Australia. The program is currently in its eighth year (Program 14) and focuses on participants getting jobs that utilise the qualifications they brought to Australia rather than “just getting any job.”

### **St Vincent De Paul**

St Vincent de Paul has people contact them who are at risk of eviction because of rental arrears, others spending 70% of their income on rent and others who are homeless, sick or already evicted on to the street. The need is for an immediate solution of 3-7 night's accommodation, while a longer-term solution can be found with the housing agency.

### **Taldumande Youth Services**

Taldumande Youth Services runs a high-demand Intensive Family Support Program which provides specialist case management support to children and young people aged 12-15 years and their families during a crisis. The aim is to help preserve family relationships and offer intensive, flexible and practical support with the intention of reducing family breakdown. Whilst accommodating at the Under 16s Refuge in Crows Nest, clients have limited financial resources and rely heavily on Centrelink as they are often disconnected from their families as a means of support. This program helps provide clients the financial means to improve their overall well-being and fulfillment by enabling them to achieve their personal development, educational, employment and independent living goals. Taldumande requires additional support to cover the cost of weekly food and groceries supplies for up to five young people at one time with three meals a day, seven days a week.

## **The Chinese Christian Church English Classes**

The English classes are designed to help people in the community from different cultural backgrounds improve their English. It is open for anyone in the local area who wants to learn English. The English classes aim to help migrants improve their English competence and develop their confidence in order to thrive in the Australian society. The classes also help to build a sense of community both within the classes and beyond with improved English confidence. Classes are held during school term on Monday mornings.

## **The Shepherd Centre**

‘Talk Together’ is a group program designed to educate and support parents of children who have recently been diagnosed with hearing loss who live in North Sydney. It seeks to provide parents with the fundamental skills and knowledge they need to support their child by developing listening, speech and language skills. ‘Talk Together’ creates a supportive, caring and stable environment for families through group discussions and activities between parents. Families are given a regular platform to exchange their feelings and concerns and to seek guidance from Child and Family Counsellors. Educating parents about hearing loss and supporting them at the start of their journey is the foundation of the transformative outcomes for children attending The Shepherd Centre. ‘Talk Together’ also includes access an online portal which has resources and modules that the family can complete at home. This empowers them with the skills and knowledge to turn everyday activities into listening and language learning opportunities for their child.

## **Sports and Wellbeing – Successful Applications**

### **The Kirribilli Centre – Yoga for Everybody**

This program targets people in the community who are either senior, financially disadvantaged or who are socially isolated and some who have self-esteem problems who are not attending health classes that could greatly improve their mental and physical wellbeing. The classes are being delivered by a qualified mental health and social counsellor who is also a qualified yoga teacher. This Yoga class is designed for those in our community who don't fit the 'norm' and who feel isolated and uncomfortable attending 'traditional' yoga classes.

### **1<sup>st</sup> North Sydney Scout Group - Personal Locator Beacons for adventurous activities**

This Scout group is very active in the community and currently has 115 children and youth participating weekly. Regular adventurous activities for Scouts (10-14) and Venturers (14-17) such as bushwalking or canoe trips go into remote environments for 2-4 days. For the safety of all participants the groups need to be appropriately equipped with safety equipment. This includes UHF radios, GNSS (GPS) and Personal Locator Beacons (PLB). Currently there is only one PLB in the Scout Group which limits the number of Groups that can go out at any one time. This funding will go towards another two PLB for the Scout Group.

### **Cammeray Croquet Club**

There have been a number of security incidents at the club over the past year with theft of cash and provisions from within the clubhouse and sheds, as well as vandalism to equipment. This

funding will go towards the installation of security cameras that commence recording when movement is detected and where the captured video can be uploaded to a connected computer over the Internet. One camera is to be mounted inside the clubhouse and one external. This project will help to protect the Club's assets, deter criminal activity and reassure members about their safety when on Club premises. Signage will also be installed.

**Unsuccessful Applications**

**Gig Buddies – ACL Disability Services**

This application was for catering for volunteer training sessions in ACL Disability Services' office in McMahons Point NSW and additional specialised volunteer training courses for Epilepsy and Diabetes management (for volunteers with buddies who have these conditions).

**Kelly’s Place Children’s Centre**

This application was to send 4 educators to St. Johns First Aid course and 6 educators to Child Protection course. All Early Childhood Services are required by The Education and Care Services National Regulations for at least one educator/staff member to be on the premises with these qualifications.

**StreetWork**

The KickStart program provides one-on-one mentoring to at-risk young people across Sydney’s North and this application is for funding to expand service delivery. Demand for StreetWork’s services has increased significantly among young people affected by mental health issues, self-harm and suicide ideations.

**Sydney Multicultural Community Services**

SMCS provides support to newly arrived Migrants and Refugees to integrate them into the community. This funding application was for development of a brochure for their services.

<b>2.3 (ii) FOOD GRANTS – To be determined in November 2020 in time for Christmas</b>		
TOTAL		\$10,600



## COMMUNITY GRANTS AND SUBSIDIES POLICY

D4-07

Page 1 of 4

**Policy Owner:** Director Community and Library Services

**Category:** 4. Our Social Vitality

### 1. STATEMENT OF INTENT

- 1.1 To provide clarity and direction to North Sydney Council and the community, on the equitable investment of resources and funds to strengthen the capacity of the community, to address identified social needs.
- 1.2 Council supports the provision of community services through financial assistance by way of small grants and subsidies to not for profit community organisations. Dollar allocations are determined according to a project review, the project's capacity to address areas of high priority social need and the organisation's financial capabilities.
- 1.3 Grants and subsidies will be seen as a contribution rather than a commitment to fund the entire service.
- 1.4 A key objective of Council's small grants and subsidies program is to support the provision of projects or services that are principally for the benefit of residents of North Sydney local government area.

### 2. ELIGIBILITY

- 2.1 Grants will only be awarded to:
  - a) incorporated not for profit organisations based in and/or servicing the North Sydney local government area; or
  - b) community groups in the North Sydney local government area auspiced by an incorporated not-for-profit organisation.
- 2.2 The organisation must undertake the project for which the grant has been awarded within the specified time frame.
- 2.3 Previous grant funding gained through this program must have been acquitted.
- 2.4 One-Off Funding - one-off funds may be provided to service organisations experiencing financial difficulties or to assist funding of particular projects.
- 2.5 Bulk Mail Requests - The General Manager, on delegated authority, will reply in the negative to bulk mail donation requests.

---

Re-adopted by Council 25 June 2018



**COMMUNITY GRANTS AND SUBSIDIES POLICY**

Page 2 of 4

- 2.6 Activities which promote or advance a specific religious or political belief system will not be considered for funding under this program.

**3. DEFINITIONS**

- 3.1 Grants - generally are cash grants from Council, though they may include services on which a dollar valuation is placed.
- 3.2 Small Grants Program - new and innovative projects which target defined needs aligned to the *North Sydney Community Strategic Plan*.
- 3.3 Subsidies - are ongoing support for to community services/organisations operating in the North Sydney local government area.

**4. PROVISIONS**

- 4.1 Determinations will be made annually (usually May) for the following financial year, as part of Council's budget process.
- 4.2 In accordance with Council's financial year (1 July to 30 June), applicant organisations will be asked to forward submissions by the first week in March each year.
- 4.3 Applications, using the specified Application Form, must be submitted to Council by the closing date to be eligible for consideration.
- 4.4 Applications will be assessed in accordance with the following assessment criteria:
- a) The project/or service contributes to the goals within the *North Sydney Community Strategic Plan*;
  - b) The project outcomes are a priority for the community and are aligned with demonstrated community needs or aspirations;
  - c) The project fosters innovative, creative ideas and solutions to community need(s);
  - d) The project stimulates community or cultural development in North Sydney;
  - e) The project contributes to community connectedness, reduces social isolation or engages previously disengaged members of the community;
  - f) The project promotes social equity or justice;
  - g) The project enhances the quality of service delivery.
  - h) Organisational Capacity:
    - the applicant has the experience and expertise to deliver the activity effectively; and
    - a history of appropriate financial management; and

Re-adopted by Council 25 June 2018

**COMMUNITY GRANTS AND SUBSIDIES POLICY**

Page 3 of 4

- 
- i) Project Budget - the proposed budget includes income and expenditure targets.
- 4.5 Council will determine the level of funding according to:
- a) The applicant's financial status:
- Income and expenditure details for the preceding financial year;
  - previous, current and projected budget details;
  - monies in reserve;
  - services planned; and
  - impacts of previous funding;
- b) Service needs, as regards:
- maintenance of service viability;
  - alternative funding sources; and
  - financial difficulties for the service provider.
- c) Organisational management:
- soundness of structure;
  - legal status (incorporated, non-profit organisations);
  - provision of a statement of funds in the event of an organisation ceasing to function;
  - provision of award conditions for staff;
  - provision of equal employment opportunities, anti-discrimination and affirmative action policies in staffing matters; and
  - encouragement of (service) user participation
- 4.6 An annual *Plan of Management* review applies to Community Centre subsidy Allocation.

**5. RESPONSIBILITY/ACCOUNTABILITY**

- 5.1 Requests will be referred to Council's Manager Community Development in the first instance, and in some cases may be referred to Council.
- 5.2 Recipient organisations will participate in community forums or interagencies, assist in service planning and continuously evaluate their service.
- 5.3 Recipient organisations will be able to nominate an identifiable outcome in the project/service program; organisations will be asked to provide expenditure information at the end of the project year.

---

 Re-adopted by Council 25 June 2018

**COMMUNITY GRANTS AND SUBSIDIES POLICY**

Page 4 of 4

**6. RELATED POLICIES/DOCUMENTS/LEGISLATION**

The Policy should be read in conjunction with the following Council policies and documents:

- Community, Cultural and Recreational Facilities Policy
- Community Strategic Plan
- Long Term Financial Plan

The Policy should be read in conjunction with the following documents/legislation:

- Local Government Act 1993 (Section 356 Financial Assistance)

<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Resolution No.</b>	<b>Review Date</b>
1	16 February 2009	Council	61	2012/13
2	18 February 2013	Council	61	2016/17
3	25 June 2018	Council	214	2020/21

---

Re-adopted by Council 25 June 2018

## **9.15. Amended Child Protection Policy**

**AUTHOR:** Helen Campbell, Manager Community Development

**ENDORSED BY:** Rebecca Aukim, Acting Director Community and Library Services

**ATTACHMENTS:**

1. Child Protection Policy 2020 [9.15.1 - 12 pages]

**PURPOSE:**

To seek endorsement to publicly exhibit the proposed amendments to Council's Child Protection Policy.

**EXECUTIVE SUMMARY:**

Council's Child Protection Policy has been reviewed in response to recently issued recommendations by the Royal Commission into Institutional Responses to Child Sexual Abuse. This report seeks endorsement to publicly exhibit the proposed amendments to this Policy prior to its re-adoption.

The Child Safe Standards recommended by the Royal Commission provide a road map for making organisations safer for children. Based on extensive research and consultation, the standards provide tangible guidance for Council to build its capacity to ensure best practice child protection strategies are at the front of Council's risk management plans.

The intention of the Standards is to facilitate greater awareness and understanding of children's safety and the actions Council needs to integrate into child related operations to prevent and respond to potential child abuse. To this end the Standards have been included as an attachment to the Policy.

The other amendments to the Policy include adding reference to the Children's Guardian Act 2019 throughout and a change in service level. The Act requires that allegations against Council staff be reported by Council within 7 not 30 days, as per the service level included in the current Policy. The amendments are shown in red font italics (for new) and strikethrough for deletion in Attachment 1.

**FINANCIAL IMPLICATIONS:**

There are no significant financial implications as result of the introduction of the Child Safe Standards to this Policy.

**RECOMMENDATION:**

1. **THAT** the amended Child Protection Policy be placed on public exhibition for 28 days.

**2. THAT** should Council receive submissions, a further report be prepared for Council's consideration. Should Council receive no submissions, Council consider the Child Protection Policy as adopted at the end of the closing period for submissions.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

4.3 North Sydney supports lifelong learning

## **BACKGROUND**

The Child Protection Policy was most recently re-adopted by Council on 25 June 2018 as part of the quadrennial Policy Manual review.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## **DETAIL**

The Child Protection Policy (Attachment 1) requires updating in response to recommendations by the Royal Commission into Institutional Responses to Child Sexual Abuse. The Child Safe Standards recommended by the Royal Commission provide a road map for making organisations safer for children. Based on extensive research and consultation the standards provide tangible guidance for Council to build its capacity to ensure best practice child protection processes and strategies are at the front of Council's risk management plans.

The Standards framework is designed to be individually tailored to the context of a diverse range of Council functions. This includes Council's Olympic Pool, the Stanton Library Customer Service, Family Day Care, The Planet X Youth Centre and Governance Department.

The approach recognises Council's existing strength and commitment in delivering safe services to children while acknowledging that there is always room for continued improvement to prevent, identify and effectively respond to child abuse in all forms. The Standards to be implemented require a collaborative approach across Council functions and take account of the individual child related programs in Council. The Office of the Children's Guardian recognises continued improvement is a staged process and grows from monitoring and review over many years. Council will continue to refine its model of Child Protection and ensure it is tangibly accountable and in action across the organisation.

The other amendments to the Policy include adding reference to the Children's Guardian Act 2019 throughout and a change in service level. The Act requires (obliged by law) that allegations against Council staff be reported by Council within 7 not 30 days, as per the service level included in the current Policy. The amendments are shown in red font italics (for new) and strikethrough for deletion.



# CHILD PROTECTION POLICY

D4-05

Page 1 of 12

**Policy Owner:** Director Community and Library Services

**Direction:** 4. Our Social Vitality

## 1. STATEMENT OF INTENT

1.1 This Policy and the accompanying procedures have been designed to ensure that North Sydney Council complies with the requirements of the legislative framework covering the protection of children, specifically:

- *Ombudsman Act 1974 (Part 3)*
- *Ombudsman Amendment (Child Protection and Community Services) Act 1998*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Children's Guardian Act 2019*
- *Child Protection (Working with Children) Act 2012*
- *Crimes Act 1900*
- *Privacy and Personal Information Protection Act 1998*

All suspected cases of child abuse and neglect which come to the notice of Council, either observed by employees in the course of their duties, or reported to staff, will be reported in accordance within legislative requirements.

1.2 Under the legislation, Council has the following key responsibilities:

- a) As a public authority, it has a requirement to report any case of suspected child abuse or neglect of children presenting at Council services, facilities or activities;
- b) As an agency responsible for the care and welfare of children, it has a charter to protect the young people in its care from sexual, physical and emotional abuse and neglect, and from improper conduct of a sexual nature;
- c) As an employer of staff responsible for the supervision of children, it has a responsibility to ensure that "prohibited persons", where the nature of their work brings them into unsupervised contact with children, are not employed or do not continue to be employed when discovered;
- d) As an employer of staff responsible for the supervision of children, it has a responsibility to provide training for staff in the identification of suspected child abuse, notification procedures and implementation of relevant programs;
- e) As an employer of staff responsible for the supervision of children, it has a responsibility to notify any allegation of child abuse against an employee to the Office of the Children's Guardian; and the head of the relevant entity will be required to give a written notice to the children's

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

**CHILD PROTECTION POLICY**

Page 2 of 12

guardian within seven business days of becoming aware of the reportable allegation or reportable

- f) As a part of the range of services provided by Council, it has a responsibility to work with other agencies, within agreed guidelines, to plan and provide services for child protection and family support.

**2. ELIGIBILITY**

- 2.1 This Policy and relevant procedures applies to all Councillors, permanent, temporary and casual employees of Council, and includes volunteers, work experience persons and contractors.

**3. DEFINITIONS**

- 3.1 **Children and Young Persons** - the *Children and Young Persons (Care and Protection) Act 1998* (s.3) defines a child, for the purposes of the Act, to mean a person who is under 16 years of age, and a Young Person as a person aged 16 or 17 years of age. The *Children's Guardian Act 2019* defines a child as a person under the age of 18 years.

- 3.2 **Reportable Conduct** - the *Children's Guardian Act 2019* defines 'reportable conduct' as:

- a) any sexual offence, or sexual misconduct, committed against, with or in the presence of a child (including a child pornography offence or an offence involving child abuse material); or
- b) any assault, ill-treatment or neglect of a child; or
- c) any behaviour that causes psychological harm to a child, whether or not, in any case, with the consent of the child.
- d) Any offence under section 43(b) or 316(a) of the *Crimes Act 1900*

Reportable conduct does not extend to:

- a) conduct that is reasonable for the purposes of the discipline, management or care of children, having regard to the age, maturity, health or other characteristics of the children and to any relevant codes of conduct or professional standards, or
- b) the use of physical force that, in all the circumstances, is trivial or negligible, but only if the matter is to be investigated and the result of the investigation recorded under workplace employment procedures, or
- c) conduct of a class or kind exempted from being reportable conduct by the *Children's Guardian Act 2019*.

- 3.3 **Allegation of Reportable Conduct** - an assertion or declaration that a child has been, or is in danger of being abused. An allegation should have the following elements:

Re-adopted by Council 25 June 2018  
Amended 5 May 2020



## CHILD PROTECTION POLICY

Page 3 of 12

- a) The persons subject to the allegation are clearly identifiable; and
- b) The allegation details specific conduct or a pattern of behaviour that indicates abuse.

An allegation can also include an allegation of misconduct that may involve child abuse and would cover allegations such as the possession of child pornography.

3.4 **Child Abuse Conviction** - the *Children's Guardian Act 2019* defines child abuse conviction as any conviction of a person, in this State or elsewhere, of an offence involving child abuse, and includes a finding by the courts that a charge of such an offence is proven even though the court does not proceed to a conviction.

3.5 **Child or Young Person at Risk of Harm** - In accordance with the *Children and Young Persons (Care and Protection) Act 1998*, a child or young person is at risk of harm if there are current concerns for the safety, welfare or well-being of the child or young person because of the presence of any one or more of the following circumstances:

- a) the child's or young person's basic physical or psychological needs are not being met or are at risk of not being met,
- b) the parents or other caregivers have not arranged and are unable or unwilling to arrange for the child or young person to receive necessary medical care,
- c) in the case of a child or young person who is required to attend school in accordance with the *Education Act 1990*, the parents or other caregivers have not arranged and are unable or unwilling to arrange for the child or young person to receive an education in accordance with that Act,
- d) the child or young person has been, or is at risk of being, physically or sexually abused or ill-treated,
- e) the child or young person is living in a household where there have been incidents of domestic violence and, as a consequence, the child or young person is at risk of serious physical or psychological harm,
- f) a parent or other caregiver has behaved in such a way towards the child or young person that the child or young person has suffered or is at risk of suffering serious psychological harm,
- g) the child was the subject of a pre-natal report under section 25 and the birth mother of the child did not engage successfully with support services to eliminate, or minimise to the lowest level reasonably practical, the risk factors that gave rise to the report.

3.6 **Child-related Employment** - employment that primarily involves direct, unsupervised contact with children and includes:

- a) Contractors;
- b) Volunteers;
- c) Trainees undertaking training as part of an educational or vocational course; and

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

- d) Work experience.
  - e) Family Day Care Educators
- 3.7 **Designated Disclosure Officer** - Council's Manager Community Development.

In the event of the Manager Community Development's absence, the Director Community and Library Services shall be the Designated Disclosure Officer.

- 3.8 **Disclosure** - refers to informing/revealing known or suspected acts of child abuse or neglect.
- 3.9 **Prohibited person** - someone who has been found guilty of committing a serious sexual offence. It is an offence for Council to employ a prohibited person, or to allow a prohibited person to continue to work, in child-related employment.

#### 4. PROVISIONS

- 4.1 Children's Services procedures are in place to ensure that:
- a) Child-related employment in Council is identified and positions are designated and managed in accordance with child protection legislation (see Council's *Child Protection Employment Screening Policy*);
  - b) Mandatory reporting requirements are met;
  - c) Council staff can identify and respond to risk of harm concerns in children and young people;
  - d) Employment screening is undertaken for prospective appointments to all positions designated as child-related employment;
  - e) Disclosures are sought from existing and prospective employees in designated positions regarding reportable allegations and reportable convictions against an employee in accordance with of the *Children's Guardian Act 2019*; and
  - f) Allegations of child abuse are handled professionally and sensitively in order to meet legislative requirements and guarantee the safety and privacy of individuals.
- 4.2 An employee who has reasonable grounds to suspect an incidence of a child or children at risk of harm must make a report to Council's Designated Disclosure Officer. Employees and those who hold a management position which includes direct responsibility for, or direct supervision of, the provision of health, welfare, education, children's services, residential services or law enforcement have a duty of mandatory reporting of children at risk.

Provisions are incorporated into the *Ombudsman Amendment Act 1998*, the *Children and Young Persons (Care and Protection) Act 1998*, the *Commission for Children and Young People Amendment Act 2005*, and the *Children's*

---

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

*Guardian Act 2019* for the protection of persons from defamation or other civil liability when reporting child abuse or undertaking employment screening in good faith and with reasonable care.

Employees who make a report in good faith will not be prejudiced in their employment in any way. Provisions are incorporated into Council's procedures for dealing with allegations of child abuse and neglect to protect the identity or the person who made the report, or information from which the identity of that person could be deduced.

Protection is not available for disclosures which are frivolous, malicious or vexatious or are made to avoid dismissal or disciplinary action. Employees who wilfully make a false or misleading statement when making a disclosure will be disciplined in accordance with Council's *Counselling and Disciplinary Policy*.

#### 4.3 Investigating Allegations

According to the *Interagency Guidelines for Child Protection Intervention*, the Department of Communities and Justice (DCJ) is the agency with lead responsibility in child protection and has the legal mandate to ensure a child's safety, care and welfare. Accordingly, DCJ has, among other duties, the role of:

- a) Receiving allegations of child abuse and neglect;
- b) Responding to allegations;
- c) Referring to the NSW Police any suspected criminal offences; and
- d) Including, as appropriate, the notifying agency in any response they are undertaking in relation to the allegation

However, as part of the co-ordinating role of DCJ they may request that Council participate in the response in accordance with the *Interagency Guidelines for Child Protection Intervention*.

The following bodies will also be notified of any reportable conduct matters:

- a) Office of the Children's Guardian

#### 4.4 Investigation of an Allegation Against an Employee

Under the *Ombudsman Amendment (Child Protection and Community Services) Act 1998*, Council is not precluded from carrying out an investigation into an allegation of child abuse against an employee. The Designated Disclosure Officer will recommend to the relevant Director, General Manager and Manager Workforce Planning the action to occur regarding any internal investigation of the allegation that may follow.

Any internal investigation will be carried out according to Council's *Counselling and Disciplinary Policy*.

---

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

In particular circumstances, the Designated Disclosure Officer, in conjunction with the Workforce Planning Manager, may judge it necessary to inform DCJ.

Council is obliged by law to notify the Office of the Children Guardian of any allegation of child abuse or neglect against an employee. The Designated Disclosure Officer is responsible for making this notification within seven (7) days of receiving the allegation.

#### 4.5 Children in Stanton Library and North Sydney Olympic Pool

##### 4.5.1 General Principles

Stanton Library and North Sydney Olympic Pool welcome children into their premises to use the resources and facilities, attend organised programs, and to borrow library items.

While they are known to be safe places, where children can seek help if they feel other members of the public are harassing them, the library and the pool are still public places and staff cannot guarantee that 'strangers' will not approach children.

##### 4.5.2 Responsibility for Children

Council (Stanton Library and North Sydney Olympic Pool) cannot take responsibility for children in the library or the pool. These facilities are not licensed child-care facilities, and therefore cannot provide supervision of children. Council Officers do not take over parental responsibilities for children when they come into the library or the pool.

4.5.2.1. Minimum entry age for North Sydney Olympic Pool - children under 10 years of age are not permitted to enter the facility unless under the supervision of a person 16 years or older, in accordance with Guideline SU1.11 Parental Supervision of the *Pool Safety Guidelines 1996*.

4.5.2.2. Minimum age for supervisors (not Library staff) of children in Stanton Library - children 5 years old and under must be supervised by a reasonable person who is 16 years or older. Supervision requires that the person be within sight of the child at all times. Children between the ages of 6 and 11 years old must have a parent, carer or sibling (12 years and older) on the premises and providing active supervision.

4.5.2.3. Stanton Library does not control what children borrow, unless it is material classified by a level of government (MA rated videos/DVDs) and it is the parent/guardians' responsibility to monitor the child's use of resources accessed through Stanton Library, be this websites, online databases, printed or audio-visual materials or other library materials. Having said this, the

---

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

**CHILD PROTECTION POLICY**

Page 7 of 12

Stanton Library does provide a level of protection to children against the display of X or R Rated material on the public computer screens through Council's *Exclusions - Disruptive or Abusive Customers Policy* where such behaviour is prohibited.

#### 4.5.3 Unattended children in the Library or the Pool

Council (Stanton Library and North Sydney Olympic Pool) cannot take responsibility for children left unattended in these facilities. Children left unattended could become lost, distressed or sick; get bored and wander off; disrupt other users; cause damage to library or pool property; leave the premises themselves and/or be at risk of approach from strangers.

If a child is found unattended in the library or the pool at any time the staff in charge will attempt to contact the parents. In instances such as when the Library or the Pool are closing or the child is distressed the Police will be called.

#### 4.5.4 Disruptive Behaviour

The behaviour of children on Council (Stanton Library and North Sydney Olympic Pool) premises is the responsibility of the children themselves, their parents/guardians, any responsible person accompanying them or, if in a school group, their teachers, supervisors and the school they attend.

If the child is behaving in an inappropriate manner Council's *Exclusions - Disruptive or Abusive Customers Policy* may be applied.

## 5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 Employee Responsibilities - Council has produced comprehensive procedures addressing employees' responsibilities under the legislation. This includes procedures for employees recognising and notifying child abuse and neglect in the course of their duties, and the procedures to be followed in response to allegations against a member of staff (as outlined in Section 4). All staff should be aware of their contents and implications and recognise that they will be held accountable for actions delegated to them in these documents.

The *Children and Young People (Care and Protection) Act 1998* places a duty of mandatory reporting on any person who, in the course of his or her professional work or other paid employment delivers services, wholly or partly, to children, and any person who holds a management position which includes direct responsibility for or direction of the delivery of services wholly or partly to children.

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

**CHILD PROTECTION POLICY**

Page 8 of 12

Employees are required to report any allegation or suspected case of child abuse or neglect to the Designated Disclosure Officer, or in the event of the Designated Disclosure Officer's absence, to the Director Community and Library Services, and to maintain privacy and confidentiality in all instances.

- 5.2 The Designated Disclosure Officer is responsible for collecting the necessary information and notifying the appropriate departments, and in the case of an allegation against an employee, for informing that person an allegation has been made against them and of the procedures to be undertaken.
- 5.3 Council's Manager Community Development/Manager Workforce Planning is responsible for:
- a) Advising relevant staff of this Policy; and
  - b) Distributing a copy to all employees whose positions are listed on the Council's *Child Related Positions List*.

**6. RELATED DOCUMENTS/DOCUMENTS/LEGISLATION**

The Policy should be read in conjunction with the following Council policies and documents:

- Child Protection Procedure (staff guidelines)
- Child Protection Employment Screening Policy (staff policy)
- Complaints Handling Policy
- Counselling and Disciplinary Policy (staff policy)
- Exclusions - Disruptive or Abusive Customers Policy
- North Sydney Olympic Pool Safety Guidelines

The Policy should be read in conjunction with the following documents/legislation:

- Children and Young Persons (Care and Protection) Act 1998
- Children's Guardian Act 2019
- Child Protection (Working with Children) Act 2012
- Crimes Act 1900
- NSW Interagency Guidelines for Child Protection Intervention
- Ombudsman Act 1974
- Ombudsman Amendment (Child Protection and Community Services) Act 1998
- Pool Safety Guidelines 1996
- Privacy and Personal Information Protection Act 1998

<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Resolution No.</b>	<b>Review Date</b>
1	2 August 2004	Council	794	2004/05
2	12 March 2007	Council	126	2008/09
3	16 March 2009	Council	150	2012/13
4	18 February 2013	Council	61	2016/17

Re-adopted by Council 25 June 2018  
 Amended 5 May 2020

**CHILD PROTECTION POLICY**

---

<b>Version</b>	<b>Date Approved</b>	<b>Approved by</b>	<b>Resolution No.</b>	<b>Review Date</b>
5	25 June 2018	Council	214	2020/21
				2021/22

---

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

**CHILD PROTECTION POLICY**

Page 10 of 12

**APPENDIX 1: CHILD SAFE STANDARDS (PRINCIPLES BASED APPROACH)**

The Royal Commission recommended 10 child safe standards, drawing on its findings and extensive research and consultation about what makes organisations child safe.

Each standard is principle-based and focused on the outcome that the organisation is seeking to achieve by implementing child safe strategies. This focus on outcomes allows flexibility in how the standards are applied in different organisational contexts. The standards work together to emphasise the importance of adopting multiple strategies to address child safety and avoiding an over-reliance on any one strategy.

The child safe standards encompass existing child safety requirements for individuals and organisations such as the Working With Children Check, the Reportable Conduct Scheme and requirements to report information to police and to the Department of Family and Community Services. Providing support for organisations to understand how these requirements work together to support child safety will be important for implementing the child safe standards.

<b>Standard</b>	<b>Core Components</b>
1. Child safety is embedded in organisational leadership, governance and culture	<ul style="list-style-type: none"> <li>a. The organisation publicly commits to child safety and leaders champion a child safe culture.</li> <li>b. Child safety is a shared responsibility at all levels of the organisation.</li> <li>c. Risk management strategies focus on preventing, identifying and mitigating risks to children.</li> <li>d. Staff and volunteers comply with a code of conduct that sets clear behavioural standards towards children.</li> <li>e. Staff and volunteers understand their obligations on information sharing and record keeping.</li> </ul>
2. Children participate in decisions affecting them and are taken seriously	<ul style="list-style-type: none"> <li>a. Children are able to express their views and are provided opportunities to participate in decisions that affect their lives.</li> <li>b. The importance of friendships is recognised and support from peers is encouraged, helping children feel safe and be less isolated.</li> <li>c. Children can access abuse prevention programs and information.</li> <li>d. Staff and volunteers are attuned to signs of harm and facilitate child-friendly ways for children to communicate and raise their concerns.</li> </ul>
3. Families and communities are informed and involved	<ul style="list-style-type: none"> <li>a. Families have the primary responsibility for the upbringing and development of their child and participate in decisions affecting their child.</li> <li>b. The organisation engages in open, two-way communication with families and communities about its child safety approach and relevant information is accessible.</li> </ul>

Re-adopted by Council 25 June 2018  
Amended 5 May 2020



## CHILD PROTECTION POLICY

Standard	Core Components
	<ul style="list-style-type: none"> <li>c. Families and communities have a say in the organisation's policies and practices.</li> <li>d. Families and communities are informed about the organisation's operations and governance.</li> </ul>
4. Equity is upheld, and diverse needs are taken in to account	<ul style="list-style-type: none"> <li>a. The organisation actively anticipates children's diverse circumstances and responds effectively to those with additional vulnerabilities.</li> <li>b. All children have access to information, support and complaints processes.</li> <li>c. The organisation pays particular attention to the needs of Aboriginal and Torres Strait Islander children, children with disability, and children from culturally and linguistically diverse backgrounds.</li> </ul>
5. People working with children are suitable and supported	<ul style="list-style-type: none"> <li>a. Recruitment, including advertising and screening, emphasises child safety.</li> <li>b. Relevant staff and volunteers have Working With Children Checks.</li> <li>c. All staff and volunteers receive an appropriate induction and are aware of their child safety responsibilities, including reporting obligations.</li> <li>d. Supervision and people management have a child safety focus.</li> </ul>
6. Processes to respond to complaints of child abuse are child focused	<ul style="list-style-type: none"> <li>a. The organisation has a child-focused complaint-handling system that is understood by children, staff, volunteers and families.</li> <li>b. The organisation has an effective complaint-handling policy and procedure which clearly outline roles and responsibilities, approaches to dealing with different types of complaints and obligations to act and report.</li> <li>c. Complaints are taken seriously, responded to promptly and thoroughly, and reporting, privacy and employment law obligations are met.</li> </ul>
7. Staff are equipped with the knowledge, skills and awareness to keep children safe through continual education and training	<ul style="list-style-type: none"> <li>a. Relevant staff and volunteers receive training on the nature and indicators of child maltreatment, particularly organisational child abuse.</li> <li>b. Staff and volunteers receive training on the organisation's child safe practices and child protection.</li> <li>c. Relevant staff and volunteers are supported to develop practical skills in protecting children and responding to disclosures.</li> </ul>

Re-adopted by Council 25 June 2018  
Amended 5 May 2020

**CHILD PROTECTION POLICY**

Page 12 of 12

<b>Standard</b>	<b>Core Components</b>
8. Physical and online environments minimise the opportunity for abuse to occur	<ul style="list-style-type: none"> <li>a. Risks in the online and physical environments are identified and mitigated without compromising a child's right to privacy and healthy development.</li> <li>b. The online environment is used in accordance with the organisation's code of conduct and relevant policies.</li> </ul>
9. Implementation of the Child Safe Standards is continuously reviewed and improved	<ul style="list-style-type: none"> <li>a. The organisation regularly reviews and improves child safe practices.</li> <li>b. The organisation analyses complaints to identify causes and systemic failures to inform continuous improvement.</li> </ul>
10. Policies and procedures document how the organisation is child safe	<ul style="list-style-type: none"> <li>a. Policies and procedures address all Child Safe Standards.</li> <li>b. Policies and procedures are accessible and easy to understand.</li> <li>c. Best practice models and stakeholder consultation inform the development of policies and procedures.</li> <li>d. Leaders champion and model compliance with policies and procedures.</li> <li>e. Staff understand and implement the policies and procedures.</li> </ul>

Re-adopted by Council 25 June 2018  
 Amended 5 May 2020

## **9.16. North Sydney Children's Festival & North Sydney Art Prize**

**AUTHOR:** Alison Clark, Team Leader Arts & Culture

**ENDORSED BY:** Rebecca Aukim, Acting Director Community and Library Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report reviews Council's two key arts events, the North Sydney Children's Creative Festival and the North Sydney Art Prize, and the impact of COVID-19 regulations in relation to holding large scale public activities and the resultant effect on established event partners and stakeholders.

### **EXECUTIVE SUMMARY:**

The Team Leader Arts & Culture in discussion with the Arts Team, senior management, key partners and stakeholders has reviewed the capacity to successfully plan for and deliver these two events, with a recommendation for alternative outcomes and timeframes to ensure these programs are maintained to best meet the objectives outlined in Council's Arts & Cultural Strategic Plan 2019-22.

Furthermore, at the NSROC Art and Cultural Services Professional Officers Group meeting on 12 May, the issue of managing cultural events and Council art exhibitions and prizes was discussed. Larger scale public events and art prizes have been either cancelled or postponed in line with government regulations.

### **FINANCIAL IMPLICATIONS:**

Funding for the existing and proposed projects are included in the 2020/21 budget. It is proposed, however, that the North Sydney Art Prize budget will not be used in this financial period but reallocated to the 2021/22 budget for delivery of the event in March 2022.

### **RECOMMENDATION:**

**1. THAT** Council supports the delivery of the Children's Week festivities in the proposed revised format and the North Sydney Art Prize is postponed until March 2022, as outlined in the report.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 1. Our Living Environment

1.4 Public open space, recreation facilities and services that meet community needs

### 4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

4.2 North Sydney is creative and home to popular events

4.3 North Sydney supports lifelong learning

## **BACKGROUND**

The North Sydney Children's Creative Festival is held annually on the last Saturday in October from 10am – 2pm in Civic Park and attracts up to 3,000 attendees. Planning for the festival commences six months in advance and involves partnerships between Council, Children Services providers from across the LGA, local artists, creative groups and enterprises.

The North Sydney Art Prize is Council's largest biennial cultural event held at the Coal Loader over a 16-day period in March. The 2019 Art prize attracted over 18,000 people during the exhibition period and 1,000 people attended the opening event. The Art Prize is unique in its curatorial framework with a focus on site specific installation-based works which has served to ensure that the prize has established a strong reputation and attracts high quality and meaningful submissions from artists nationally.

The curatorial framework developed by the Curator (Team Leader Arts & Culture) has contributed to the increasing success of this major arts event and has established the prize as a very popular and well attended Sydney-based arts event. In line with the increase in popularity and an emphasis on site specificity, selected artists will develop works solely for the Art Prize, working closely with the Curator from concept to installation. This is both a timely and costly undertaking with a considered commitment on behalf of the key partners - primarily the artists.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

### **North Sydney Children's Creative Festival**

Preliminary discussions with festival stakeholders indicate an inability to commit to a large outdoor event at this stage, with many components in doubt. Current government regulations indicate that large gatherings will be prohibited for some time ahead, casting doubt on the ability to hold outdoor public events until the end of the year.

To ensure the Arts team continue to provide the community with opportunities for creative expression and cultural experiences, we have explored other ways in which to connect with families and children in order to produce meaningful and relevant outcomes. As social distancing presents an ongoing issue, the use of digital technology in the form of an online creative project has been explored.

The Arts team are proposing to deliver an innovative community arts project which will engage directly with children and families and culminate in two distinct yet connected events.

The first activity titled 'Re-Habitat' will invite families and children to consider how their daily lives have changed in 2020 and how the dynamics of the spaces they inhabit (personal, private, public, urban, natural spaces) have shifted or been renegotiated. The aim is to present a 'virtual space' where they can articulate their feelings and experiences via a range of creative mediums for an online digital exhibition using various social media platforms. The digital component will run throughout October and form part of the Children's Week celebrations.

In order to maximise this unique opportunity to creatively document an incredible moment in global history, whilst encouraging increased family and community participation, it is proposed that the online exhibition of images (moving/still) will culminate in an interactive installation to be held in March as part of the Arts Team's 'community art' initiative, connecting creatives and artists from across the LGA together to celebrate our collective 'resilience'. See below for March 2021 Community Art Project proposal.

### **The North Sydney Art Prize**

The Art Prize is a logistical, physical and administratively intense project with pre-exhibition work commencing one year prior to the delivery date. In the pre-exhibition phase, the Team Leader Arts & Culture works closely with multiple stakeholders, well in advance, to ensure the needs of both Council and the stakeholders are met. The first phase is to confirm sponsorship, followed by the 'call for entries' process (media, advertising, design, printed material, artists liaison) and conducting site meetings at the Coal Loader.

The next Art Prize is scheduled for delivery in March 2021 however due to COVID-19 there have been significant impediments, resulting in a review of the ability to hold an event of this scale and nature in March 2021. Firstly, the Team Leader Arts & Culture contacted sponsors in January and, whilst there was a positive response from sponsors at that stage, more recent discussions have resulted in a different outcome. The two key sponsors are unable to commit with their sponsorship to the value of \$22,500. Other sponsors have also been unable to confirm sponsorship funds at this stage and into the foreseeable future. The confirmation of sponsorship is essential for the prize to proceed.

Artists have been contacted and expressed a disinterest in committing to the art prize with current projects postponed until 2021. There is a consensus that artists are unable to commit to 'any' project at this stage due to uncertainty. Furthermore, some of the artists approached do not have the required resources necessary to develop an installation for a site-specific exhibition and are reticent at the prospect of incurring debt.

Whilst the Team Leader Arts and Culture has explored the idea of holding the Art Prize at another time of year, there are reasons to retain the March period. Firstly, the event falls within 'Art Month Sydney' held annually in March and taps into a broader cultural event which profiles the exhibition and brings in visitors from across the Sydney region. Secondly, the art prize is best held in a warmer month when weather is favorable for a large scale indoor/outdoor event, with the warm and dry conditions suiting the 'organisers', installation team, artists and attendees. Thirdly, the use of the Coal Loader site over a four-week period requires booking the facility one year in advance in order fit into other Council uses, priorities and events.

Following discussions with key stakeholders and considering the above points, there is consensus that the Art Prize will be a significantly impacted should it be held in March 2021. Consequently, the Team Leader Arts & Culture considers the best outcome is to postpone the Art Prize until 2022 with a proposal that an alternative and more inclusive community-based arts project be held next March at the Coal Loader.

It is recommended that the Art Prize budget would not be used in the 2020-21 financial period but rolled over in full into the 2021-22 period. It is also anticipated that the sponsors will continue with their full support should the Art Prize be held in March 2022. Community Art Project It is proposed that a community art project be held at the Coal Loader in March 2021 utilising the dwellings, tunnels and chambers and, much like the 'Red Project', Council will collaborate with creative partners and artists from across the LGA. One of the key reasons to hold an inclusive event of this nature is to bring the artists and creatives out of their homes, studios, premises after a lengthy period of isolation and to join in a collective celebration of 'resilience' over a two-week period of festivities at the Coal Loader and other selected Council and non-Council arts-based venues.

Invited partners would include local artists and creative groups such as Primrose Park Studio Artists, Coal Loader Studio Artist, Alfred Street Studio Artists, Primrose Park Photography Group, Primrose Paper Arts, Basketry NSW, Bridget Kennedy Project Space, Studio A, Brand X, White Rhino Gallery, meArt Space, Contact Sheet and cre8tive studios.

It is also proposed that the outcome of the 'Children's online Art Project, in the form of an installation is part of the event, along with a proposed CBD Banner Project showcasing works by the late Yaegl artist Jessica Birk.

Support is sought for the delivery of the Children's Week festivities in the proposed revised format and the North Sydney Art Prize is postponed until March 2022, in line with current government regulations and to better meet the needs of the stakeholders and partners. The 2021 Art Prize will be replaced in March with an inclusive and collaborative community arts event, engaging creatives across the LGA in a joyful and positive celebration of our collective resilience.

## **9.17. Waiving Charges - Not for Profit Community Sporting Clubs**

**AUTHOR:** Robert Emerson, Director Open Space and Environmental Services

**ENDORSED BY:** Ken Gouldthorp, General Manager

**ATTACHMENTS:** Nil

### **PURPOSE:**

To acknowledge the impact that the COVID-19 pandemic is having on community sporting clubs and to grant them financial relief for a two-month period from 1 July to 1 September 2020.

### **EXECUTIVE SUMMARY:**

Successful and financially sustainable not for profit community sporting clubs are vital to the ongoing health and social vitality of our community.

Community Sporting Clubs that play through the winter season have been significantly impacted through the COVID-19 pandemic. Clubs that usually commence their competition seasons in late March have been suspended from playing with restrictions not being lifted until 1 July 2020.

The delayed commencement, reduced season and general economic conditions in the community has resulted in local community sporting clubs with reduced membership, sponsorship and loss of other vital fundraising opportunities whilst at the same time incurring higher operational costs as they implement the required COVID-19 management plans to reduce the risk of further infections.

In line with rent relief provided to commercial recreational tenants of Council buildings and footpath outdoor dining licences it recommended that our community sporting organisations affected by the pandemic receive similar relief to assist them through this difficult time. It is therefore recommended that ground hire fees for not for profit community sporting clubs be waived for the period from 1 July to 1 September 2020.

### **FINANCIAL IMPLICATIONS:**

The cost of waiving the ground hire fees for not for profit community sporting clubs for the 1 July to 1 September 2020 two-month period would be approximately \$80,000. The 2020/21 Budget was prepared with the expectation that restrictions would not be eased until late in 2020. Reduced revenue from sporting groups has therefore already been incorporated in the draft 2020/21 Budget.

### **RECOMMENDATION:**

**1. THAT** Council waive ground hire fees for not for profit community sporting clubs for a two-month period from 1 July to 1 September 2020.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

1. Our Living Environment

1.4 Public open space and recreation facilities and services meet community needs

5. Our Civic Leadership

5.2 Council is well governed and customer focused

## **BACKGROUND**

On 11 March 2020, the World Health Organisation declared novel coronavirus (COVID-19) as a pandemic. As a result, significant measures were put in place by the Federal and State Governments to manage the spread of COVID-19 severely restricting sporting activities. Such restrictions have only just been lifted from a start date of 1 July 2020.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

Successful and financially sustainable not for profit community sporting clubs are vital to the ongoing health and social vitality of our community.

Community sporting Clubs that play through the winter season have been significantly impacted through the COVID-19 pandemic. Clubs that usually commence their competition seasons in late March have been suspended from playing with restrictions not being lifted until 1 July 2020.

The delayed commencement, reduced season and general economic conditions in the community has resulted in local community sporting clubs with reduced membership, sponsorship and loss of other vital fundraising opportunities whilst at the same time incurring higher operational costs as they implement the required COVID-19 management plans to reduce the risk of further infections.

In line with rent relief provided to commercial and recreational tenants of Council buildings and footpath outdoor dining licences it recommended that our community sporting organisations affected by the pandemic receive similar relief to assist them through this difficult time. It is therefore recommended that ground hire fees for not for profit community sporting clubs be waived for the period 1 July to 1 September 2020.

The cost to Council of waiving the ground hire fees for not for profit community sporting clubs for this two-month period would be approximately \$80,000. The 2020/21 Budget was prepared with the expectation that restrictions would not be eased until late in 2020. Reduced revenue from sporting groups has therefore already been incorporated in the draft 2020/21 Budget.



## **9.18. North Sydney Olympic Pool Operations**

**AUTHOR:** Rob Emerson, Director Open Space and Environmental Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report provides the detail for Council on the usage of the outdoor pool since reopening for lap swimmers on Saturday 23 May 2020 within the limitations of the NSW Government Health Orders that restricted usage to a maximum of 10 people in the pool at any one time, no more than one person per lane and that change areas would remain closed.

### **EXECUTIVE SUMMARY:**

The reopening of the pool under NSW Government restrictions has been a challenging period for pool management, whilst the operation is being implemented on the minimum staffing requirements to reduce the operations expenditure whilst maintaining appropriate safety standards, the initial restrictions of one swimmer per lane in the outdoor pool only and a maximum of 10 people in the facility was never going to result in a financially sustainable position for Council.

With the easing of restrictions there is an opportunity for Council to increase the facility's availability to the community through increased numbers of lap swimmers in the 50 metre outdoor pool. It is proposed that Council monitor take-up of the threefold increase in lap swimming capacity together with further easing of restrictions prior to giving consideration to opening the indoor pool.

### **FINANCIAL IMPLICATIONS:**

The initial restrictions have resulted in the pool operation not being financially sustainable in the long term, however the recent easing of the restrictions on the allowable use of the facility considerably improves the potential operating income of the outdoor pool.

During the first three weeks of reopening the outdoor pool, Council incurred a loss in the order of \$32,900.

### **RECOMMENDATION:**

- 1. THAT** the report on the use of the North Sydney Olympic Pool over the previous three weeks be received.
- 2. THAT** Council acknowledge that capacity for the number of public lap swimmers in the outdoor 50 metre pool has been increased, based on NSW Government restrictions and the development of an amended and appropriate COVID-19 Plan for North Sydney Olympic Pool.

**3. THAT** Council monitor the take-up of the additional lap swimming capacity in the outdoor pool together with further easing of restrictions before giving further consideration to reopening the indoor pool.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 1. Our Living Environment

1.4 Public open space and recreation facilities and services meet community needs

## **BACKGROUND**

In accordance with the recent Council resolution of 18 May 2020

- 1. THAT Council undertake the 12-monthly structural engineering review of the pool shell and subject to the results of the review not identifying significant further deterioration, the North Sydney Olympic Pool outdoor pool be made available for lap swimming, initially on a pre-booking basis as soon as possible.*
- 2. THAT Council continue to progress the redevelopment of NSOP as a priority in order to address the deteriorated condition of the Facility and return it to full operation as quickly as possible, post COVID-19.*
- 3. THAT a report be provided to Council on usage after the pool opens*

This report provides the detail for Council on usage of the outdoor pool since reopening for lap swimmers on Saturday 23 May within the limitations of the NSW Government health orders that restricted usage to a maximum of 10 people in the pool at any one time, no more than one person per lane and that change areas would remain closed.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

The pool reopened under the government restrictions and the hours of operation for the pool were established as follows: 6am - 6:45pm weekdays and 8am - 5pm Weekends

Customers are required to pre purchase tickets online through a link to Ticketbooth from the Councils website. Each time slot is for a forty-five-minute period that allows five minutes to access the pool deck, thirty-five minutes of swimming and five minutes to leave the facility.

Customers pay a flat rate of \$8.50 per visit at the time of booking and are restricted to only allow three bookings per week.

The booking system went live on the Friday afternoon prior to the reopening on the following day and each and every days available timeslots have been 100% booked since and continue to be booked out two weeks in advance, which is the period provided on the booking system.

Of the 872 timeslots available for bookings per week in the first three weeks of operation, all 2,616 time slots have been booked and paid for, resulting in 2,291 visits to the pool. That is, over the first three weeks available lap swimming spots were 100% booked and paid for with a 12% forfeiture rate.

The average weekly cost of operating the outdoor 50 metre pool over the past three weeks has been approximately:



The revenue from booking sales per week is **\$7,412**

Therefore, operating the outdoor pool under the initial government restrictions based on one swimmer per lane (later changed to 10 people in the facility) created an operational loss to the Council in the order of \$10,982 per week.

However, since the reopening of the outdoor pool with the easing of COVID-19 restrictions as the rate of infection within NSW continues to decline there has been two further NSW Government announcements regarding the use of public pools. This included the capacity to increase lap swimming to 3 per lane, or 20 per class, from 13 June (confirmed 16 June). Subject to take up of the increased available spaces, this provides the potential for revenue to increase to a level sufficient to cover the full direct operating cost with current arrangements for the Outdoor Pool.

The first easing of restrictions announcement on 19 May 2020 also allowed indoor pools with a length of 25 metres or greater to reopen for squad swimming training with restrictions of one person per lane and no more than 10 people in the facility. This easing of restrictions was not taken up as it was considered not financially viable for the Council to reheat and reopen the indoor pool for the limited use by squad swimmers or for the swim school operator under his current licence conditions. The licence operator confirmed that he did not wish to continue with his existing licence under these restrictions

The second Government announcement was on Wednesday 5 June 2020 and suggested that indoor pools and gymnasiums could be reopened on 13 June with restrictions, the restrictions were not available at the time of the announcement. Amended health orders dated the 12 June were posted on the NSW Health website on Saturday 13 June. The Office of Local Government issued a COVID-19 update providing clarification of the Health Order requirements with respect to swimming pools on Tuesday 16 June.

Fundamentally, the current Health Order (12 June) allows a maximum of three (3) persons per lane or 20 persons per class in both indoor and outdoor pools. Further to the restrictions, a COVID-19 Plan is required to be prepared for the venue that ensures that customer tracing is in place in the event of an infection, hygiene of change rooms is appropriate, staff understand

access restrictions and procedures are in place for maintaining required social distancing between people in the venue. The Pool does have an existing COVID-19 – Plan, however this would need to be amended if the indoor 25m pool was opened.

The approximate additional weekly cost of operating the indoor 25 metre pool and facility change rooms includes:

• Lifeguard	\$3,285
• Energy/utilities	\$3,500
• Pool chemicals/Miscellaneous	\$ 500
• Booking system costs	\$2,044
• Cleaning	\$ 1,002
<b>Total</b>	<b>\$10,331</b>

The above costs allow for lap swimming only and do not include additional costs associated with programs such as Aqua Aerobics. The indoor pool heating would need to be turned on approximately five days prior to use, at a cost of approximately \$2,500.

It is understood that the State is considering further easing of restrictions in July. Council’s DA for the North Sydney Olympic Pool is also due to be determined in July and this will provide greater certainty on the time available prior to the facility being fully closed for redevelopment. It is recommended that Council monitor the take-up of the threefold increase in lap swimming capacity in the outdoor pool and further easing of restrictions before giving further consideration to the potential to reopen the indoor swimming pool.

With reference to the gymnasium, sauna and spa facilities at the facility it is considered at this time that these facilities will remain closed as there are either alternative facilities within North Sydney Local Government area for customers or the cost of operation is significantly prohibitive considering the social distancing requirements required.

## **10. Notices of Motion**

### **10.1. Notice of Motion No. 5/20 - Crs Baker, Beregi and Carr - Open Government and Public Participation Under COVID-19 Pandemic Arrangements**

1. **THAT** consistent with Council's adopted Code of Meeting Practice, the following arrangements be immediately facilitated for all Council meetings held remotely:

- A. all Council meetings to be live streamed/vodcast; and
- B. reinstate the public forum prior to all Council meetings with appropriate arrangements for remote participation/registration for residents to address Council to be put in place.

#### **BACKGROUND**

Nil.

#### **General Manager's Comment**

Clause 3.11 of the North Sydney Council Code of Meeting Practice (CoMP) states:

*If the General Manager [read as GM or delegate] considers that a notice of motion submitted by a Councillor for consideration at an Ordinary Meeting has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the General Manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by Council.*

**(Part A)** Councillors participating in the most recent Council meetings on 6 April and 27 April 2020 did so either by attendance in the Council Chamber or remote access using the Zoom audio visual platform.

While Ordinary Council meetings could be livestreamed, the picture quality and size of the Zoom presentation (showing the Minutes being updated and the Councillors participating remotely) is reduced to less than a quarter of the screen and will be difficult to follow. The size and picture quality of the recorded Zoom meeting that has been uploaded the day after the last two Council meetings enables the viewer to clearly see the Minutes and the Councillors participating remotely.

With respect to Committee Meetings, North Sydney Council's past practice has been to upload audio recordings the following day. This has recently been improved by changing the audio only recording to include video. Livestreaming of Committee meetings would require them to be relocated to the Council Chambers from the Supper Room. Duplication would also occur with set up and staffing as video Briefings, held prior to and post the Committee Meeting, will still need to be conducted in the Supper Room.

Council staff are continuing to improve video/telecom arrangements. The approach being taken by North Sydney Council has been of interest to our neighbouring Councils who have sought our assistance and advice in how to establish their own.

The Code of Meeting Practice also defines a webcast as “a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time.” North Sydney Council’s current arrangements fully comply.

**(Part B)** In March 2020, amendments were made to the Local Government Act 1993 to provide that the requirement under section 10 of the Act that members of the public be permitted to attend meetings is satisfied if the meeting is held remotely using audio-visual links. The amendment also provides that the requirement under section 10 for meetings to be open to members of the public is satisfied if a webcast (audio or visual, either livestreamed or recorded) of the meeting is made public.

To ensure that members of the public can continue to lobby to Councillors on Agenda items, submissions can be made by 4pm on the day of the meeting, which are sent to all Councillors.

Council could more firmly reinstate Public Forums by continuing past practice with the only exception being that the submissions are submitted in writing rather than verbally.

It is considered that allowing remote public participation in the meetings via video conference is not practicable for the following reasons:

- Not everyone has access to the equipment required to participate in an online meeting, which creates an inequality in the level of public access to Council meetings;
- There is no capacity to “pre-test” links or equipment from a large number of infrequent users. This will substantially add to the risk of technology failure;
- Zoom meetings have previously been subject to hacking, resulting in some agencies and organisations ceasing to use it. Security precautions have been put in place at North Sydney to mitigate this, these measures are not conducive to facilitating broader public participation;
- Audio and picture quality would deteriorate the more people are logged into the Zoom meeting;
- Delays as participants who are waiting to be admitted to the online meeting may not be ready or available when the item of interest is called.

During the period that the current arrangements for holding Council meetings has been conducted, no feedback has been received from members of the public requesting that the meetings be webcast live or that the Public Forums be reinstated.

A check of our neighbouring NSROC Councils - Mosman, Willoughby and Lane Cove - has revealed that they are taking same approach as Council with respect to Public Forums, suspending them for the duration in favour of written submissions.

This Notice of Motion was submitted to the Ordinary Meeting of Council on 18 May 2020 when it was resolved:

***THAT, in the absence of Councillor Baker, the matter be deferred to the 22 June 2020 Council meeting.***

## **10.2. Notice of Motion No. 6/20 - Crs Baker, Beregi and Carr - Opening of 25 Metre Indoor Pool - North Sydney Olympic Pool**

**1. THAT** following the further easing of COVID-19 pandemic restrictions, Council immediately reopen the 25 metre pool at North Sydney Olympic Pool in accordance with Government guidelines.

### **BACKGROUND**

Nil.

### **General Manager's Comment**

Clause 3.11 of the North Sydney Council Code of Meeting Practice (CoMP) states:

*If the General Manager [read as GM or delegate] considers that a notice of motion submitted by a Councillor for consideration at an Ordinary Meeting has legal, strategic, financial or policy implications which should be taken into consideration by the meeting , the General Manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by Council.*

Council at its meeting on 18 May 2020 resolved:

- 1. THAT** Council undertake the 12-monthly structural engineering review of the pool shell and subject to the results of the review not identifying significant further deterioration, the North Sydney Olympic Pool outdoor pool be made available for lap swimming, initially on a pre-booking basis as soon as possible.*
- 2. THAT** Council continue to progress the redevelopment of NSOP as a priority in order to address the deteriorated condition of the Facility and return it to full operation as quickly as possible, post COVID-19.*
- 3. THAT** a report be provided to Council on usage after the pool opens.*

A report regarding point number 3 of the above resolution has been included on this Agenda (Item No. 9.18).



### **10.3. Notice of Motion No. 7/20 - Crs Baker, Beregi and Carr - Ward Boundaries for NSW Local Government Elections 4 September 2021 - Community Consultation**

- 1. THAT** Council undertake rigorous and comprehensive community consultation in relation to the Ward boundaries for the 4 September 2021 NSW Local Government elections.
- 2. THAT** in doing so, Council conduct community consultation so as to determine the community's preference for:
  - a) Five Wards, with each Ward being represented by two councillors
  - b) Two Wards, with each Ward being represented by five councillors
- 3. THAT** following the outcome of 2) above being reported back to Council, Council then undertake community consultation on the boundaries of each Ward and expressions of interest in Ward names.
- 4. THAT** following the outcome of 3) above being reported back to Council, Council place the preferred boundary proposal and proposed Ward names on public exhibition for public comment, and undertake the required public notification, as per section 201A of the Local Government Act 1993.
- 5. THAT** Council staff prepare a timeline for 1, 2, 3 above ensuring that the final determination of Ward boundaries and Ward names is made in accordance with the revised timelines of the NSW Electoral Commission and the OLG.

#### **BACKGROUND**

The NSW Local Government elections are now to be held on Saturday 4 September 2021. This provides an opportunity for Council to meaningfully consult with the community regarding new Ward boundaries and new Ward names.

The previous public exhibition, public consultation process and the report provided to Council at the 20 January 2020 Extraordinary Council Meeting were flawed. The public exhibition and consultation process was undertaken over the Christmas/New Year period and was unnecessarily rushed. The consultation regarding the changes to Ward boundaries should have commenced in early 2018. The result of the 2017 referendum was known more than two years ago.

Our community were denied any opportunity to make verbal submissions at or prior to the Council meetings held on 18 November 2019 and 20 January 2020. A procedural motion that the community be allowed to speak at 20 January 2020 Council meeting was denied despite members of the community being in the gallery and wanting to address Council. These meetings were held pre-COVID-19 restrictions.

The resolution for a North/South two (2) Ward boundary proposal is convoluted and confusing. Military Road is not a natural divide for the North Sydney Local Government Area as Military Road does not traverse the entire LGA. The proposed divide follows an unnatural, convoluted and illogical path that bizarrely crosses through the North Sydney Demonstration School playground. Such a divide separates and disconnects closely aligned communities of interest.

As is always the case at all elections at all levels of government, minor boundary adjustments due to population may be necessary however these are easily undertaken without the need for

further public consultation - this has been the practice at every council election in North Sydney.

### **General Manager's Comment**

Clause 3.11 of the North Sydney Council Code of Meeting Practice (CoMP) states:

*If the General Manager [read as GM or delegate] considers that a notice of motion submitted by a Councillor for consideration at an Ordinary Meeting has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the General Manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by Council.*

At its meeting on 20 January 2020, Council resolved:

- 1. THAT Council adopt the North/South two (2) Ward boundary proposal as exhibited and attached to this report.*
- 2. THAT Council confirm that the proposed two new Wards be named St Leonards (North) and Cammeraygal (South).*

The Council resolution of 20 January 2020 was based on the proposal endorsed by Council and which had been placed on public exhibition from 27 November 2019 until 8 January 2020. A total of 174 submissions were received. The majority of submissions supported the North/South Ward boundary proposal.

#### Cut-off date for amendment to Ward boundaries – before 10 months period preceding closing date approaching election

The NSW Electoral Commission has advised that the Minister's Order has been published confirming the date of the 2021 election as 4 September, and the 10 months' time limit for amending Ward boundaries as provided in clause 277A, comes into effect. The NSW Electoral Commission advised in email of 15 June 2020:

*The 10 month period is "10 months before the closing date" of the election which gives a new cut-off date of September 26th 2020.*

(Note: closing date is defined in clause 278 (2) of the NSW Local Government (General) Regulation 2005 as 'the date of the fortieth day preceding the election day for the election or poll'.)

#### Legislative requirements for consultation and public exhibition regarding Ward boundaries proposals

Relevant sections of the NSW *Local Government Act 1993 (LGA)* include:

- Section 210A(1) in part, provides that before dividing Council's area into Wards or altering Council's Ward boundaries, Council must consult the Electoral Commissioner and the Australian Statistician to ensure the proposed boundaries of

Council's Wards correspond to the boundaries of the appropriate districts within the meaning of the *Electoral Act 2017* and census districts.

- Section 211 (2)(a) and (b) in part, require Council to ensure that the number of electors in any proposed Ward in its area will not differ by more than 10 per cent from the number of electors in any other Ward in its area.
- Section 210A (2)(b) then requires the Ward boundary plan to be exhibited for a period of not less than 28 days, and section 210A (2)(c) requires submission period of not less than 42 days after the date on which the Ward boundary plan is placed on public exhibition.

The requirement to publicly exhibit any preferred Ward Boundary Plan for a minimum period of 42 days, consider the submissions and determine the final outcome prior to notifying the NSWEC by 26 September 2020 would require the Boundary Plan to be finalised and documented no later than mid-July.

This does not provide sufficient time to undertake the further rigorous and comprehensive community consultation proposed. The recommendation is not capable of being put into effect.

#### **10.4. Notice of Motion No. 8/20 - Crs Baker, Beregi and Carr - Keep Our Buses Public**

**1. THAT** Council write to the Minister for Transport expressing concern about the intent of the State Government to privatise public bus services.

**2. THAT** Council writes to the Minister for Transport seeking an assurance that as a result of any privatisation of public bus services, that:

- on time running will remain at or better than the current rate of 95 per centage.
- there will be no reduction in the number or movement of bus stops without a formal public consultation process;
- there will be no changes to existing bus routes without a formal public consultation process.

#### **BACKGROUND**

On Thursday 14 May 2020, the NSW Government confirmed their decision to sell off Sydney's public buses in region 7, 8 and 9 with the release of a timetable highlighting the tender process that will commence in June to this year.

The privatisation experiment has already proven to be a failure. Councillors need only look to the Newcastle and Inner West examples where commuters suffered the closure of hundreds of bus stops, longer journey times, fewer bus services and fewer bus drivers.

It's not just the 3.000 directly employed bus drivers, bus schedulers, office support and maintenance workers that will suffer with privatisation, but it's also the constituents you represent in this state, that depend on a reliable, efficient and world class public transport system to keep Sydney moving. The provision of public bus services is essential to many members of the community including school children, the elderly, commuters and so on. Buses also reduce the reliance of private car movements and hence contribute to reducing our carbon footprint and air pollution.

These essential, at-risk, frontline workers need to be supported through this Covid-19 crisis with more than just platitudes from our political leaders but actions the instil confidence and assurance that they are appreciated. Especially if there are future outbreaks of the Coronavirus.

## **10.5. Notice of Motion No. 9/20 - Crs Baker, Beregi and Carr - Extension of Time for Submissions for Military Road Corridor Planning Study - Stage 1**

**1. THAT** the time for submissions for the Military Road Corridor Planning Study - Stage 1 be extended until Monday 31 August 2020.

### **BACKGROUND**

The consultation for the Military Road Corridor Planning Study - Stage 1 has been held entirely within the COVID-19 public health order restrictions.

This has severely impacted the ability of the community to engage with the content of the planning study and to fully appreciate the proposed changes and impacts on their amenity. Precincts are unable to meet, public meetings are unable to be held and the community have been unable to arrange an information session with Council Staff.

With COVID-19 restrictions slowly being lifted, it is likely that precincts will soon be able to recommence meetings, a public meeting may be able to be organised and Council Staff may be able to attend an information session with the community, Council will also be able to hold pop-up stands at key areas so that members of the community can view the plans in a size larger than they can see on their computer screen or printed on A4 paper, and have their queries addressed and concerns recorded.

There is no imperative for this to project to be rushed and no reason why the timeframe cannot be extended. The community have played their role in addressing the COVID-19 pandemic and have adhered to the Public Health Order requirements. It is therefore only fair that the community be afforded the opportunity to be fully informed, to provided with the opportunity to ask questions and fully understand what is being proposed before being asked to have their say.

## 11. Confidential Matters

In accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005, in the opinion of the General Manager, the following business is of a kind as referred to in section 10A(2) of the Act, and should be dealt with in a part of the meeting closed to the media and public.

Set out below is section 10A(2) of the Local Government Act 1993 in relation to matters which can be dealt with in the closed part of a meeting.

The matters and information are the following:

- (a) personnel matters concerning particular individuals (other than councillors).
- (b) the personal hardship of any resident or ratepayer.
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
- (d) commercial information of a confidential nature that would, if disclosed;
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the Council, or
  - (iii) reveal a trade secret.
- (e) information that would, if disclosed, prejudice the maintenance of law.
- (f) matters affecting the security of the Council, councillors, council staff or Council property.
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.

*Councillors and staff are reminded of their statutory obligations in relation to the non-disclosure to any outside person of matters included in this section.*

## **11.1. North Sydney Olympic Pool Redevelopment - Expression of Interest 24/2020**

**AUTHOR:** Shahid Rehman, Engineering Project Manager

**ENDORSED BY:** Duncan Mitchell, Director Engineering Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

The purpose of this memo is to seek Council approval to shortlist eight (8) applicants that have met the Expression of Interest (EOI) requirements by demonstrating that they have the relevant understanding, skills and experience to successfully deliver this project. The shortlisted applicants will be invited by Council via select tender process to submit a tender for the construction and redevelopment of the North Sydney Olympic Pool.

### **EXECUTIVE SUMMARY:**

Expressions of Interest were called and were received until 4:00pm, 21 April 2020 for North Sydney Olympic Pool Redevelopment – EOI 24/2020.

### **FINANCIAL IMPLICATIONS:**

Funding for the project is included in the adopted 2019/20 and 2020/21 delivery program.

*The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(d) of the Local Government Act (LGA).*

### **RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (d) commercial information of a confidential nature that would, if disclosed;
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret.
- 2. THAT** Council proceed with a Select Tender Process.
- 3. THAT** Council invite Select Tenders from the (8) shortlisted companies.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### 1. Our Living Environment

1.4 Public open space and recreation facilities and services meet community needs

### 2. Our Built Infrastructure

2.1 Infrastructure and assets meet community needs

### 4. Our Social Vitality

4.1 North Sydney is connected, inclusive, healthy and safe

## **BACKGROUND**

In April 2020 an Expression of Interest (EOI) selection process was undertaken for the North Sydney Olympic Pool Redevelopment Project. The intent of the EOI was to shortlist suitable Contractors who can demonstrate the required construction skills, understanding and experience to redevelop the Olympic Pool into a world class aquatic facility while preserving the unique heritage fabric of this iconic facility.

The purpose of this report is to seek Council approval to shortlist eight (8) applicants that have met the EOI requirements by demonstrating that they have the relevant understanding, skills and experience to successfully deliver this Project. The shortlisted applicants will be invited by Council via select tender process to submit a tender for the construction and redevelopment of the North Sydney Olympic Pool.

## **CONSULTATION REQUIREMENTS**

Community engagement is not required.

## **DETAIL**

### **EXPRESSION OF INTEREST AND TENDER SELECTION PROCESS**

The two stage selection process for the shortlisting of suitable companies to undertake the redevelopment of the North Sydney Olympic Pool consists of two key elements:

#### **Stage 1: Response to the Expression of Interest (EOI)**

Applicants needed to register their interest in providing the Service to Council by submitting the EOI Format. A shortlist has now been prepared of firms to invite to tender.

#### **Stage 2: Call for Select Tenders**

Only Applicants that have registered their interest in Stage 1 and have clearly demonstrated the relevant skills and experience to meet the EOI requirements will be invited by Council via selective tender process to submit a tender for the construction of the North Sydney Olympic Pool Redevelopment.



For Stage 1 an open Expression of Interest was called and received until 4pm, 21 April 2020 via Tenderlink.

During this period, applicants were able to ask questions via the Online Forum.

At close of EOI, nine submissions were received.

The full design brief for the Expression of Interest is attached to this Council Report for information.

## **EXPRESSION OF INTEREST RECEIVED**

The methodology adopted to undertake the EOI evaluation of EOI 24/2020 was based on selection criteria outlined in the tender documents and in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

EOI's were called and closed at 4:00pm on Wednesday, 21 April 2020. Nine (9) submissions were received by the appointed time. Listed in **strict alphabetical order**, the companies were:

<b>Companies</b>
ADCO Construction Pty Ltd
AWS Sydney Pty Ltd
Buildcorp Group Pty Ltd
FDC Construction (NSW) Pty Ltd
Icon SI (Aust) Pty Ltd
J Hutchinson Pty Ltd
Lahey Construction Pty Ltd
Richard Crookes Construction Pty Ltd
Taylor Construction Group Pty Ltd

Information provided by the tenderers which is commercial-in-confidence has been protected and will not be disclosed in accordance with section 10A(2)(d) of the *Local Government Act 1993*. A consistent standard for all tenderers has been used in assessing any request for confidentiality by a tenderer.

Application for access to documentation should be through lodgement of a GIPA Public Information application form and payment of prescribed fees.

**Project Program**

Anticipated Start: November 2020

Anticipated Completion: November 2022

Responsible Officer: Duncan Mitchell, Director Engineering and Property Services

## **11.2. Impairment of Register Debts**

**AUTHOR:** Garry Ross, Manager Financial Services

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

As a result of an internal audit recommendation in 2017, which identified that over 90% of the food inspection debts were overdue by greater than 4 months, Council commenced a thorough review of the inspection process and the debt management program of long-term outstanding food shop debts.

The debt position of food shop inspections as at 30 April 2020 indicates \$207,568 is currently outstanding, inclusive of \$99,063.72 for those debts that have been assessed as being impaired or the recovery is doubtful. Impairment assessment is based on the possibility of successfully recovering the debt from the liable applicant.

### **EXECUTIVE SUMMARY:**

All food businesses premises are inspected by Council officers each year to ensure that they are being maintained appropriately and comply with the Food Act 2003. Each inspection attracts a fee, payable by the lessee of the food shop. The annual increase of outstanding debts associated with these inspections is between 7% to 8% due to the high turn-over of food shops with the majority having ceased trading, the applicant's ABN cancelled or the businesses is in liquidation.

The inspection procedures have been improved as North Sydney Council has moved towards a risk/performance based food shop inspection program. The debt recovery program has been reviewed and improved processing of invoices introduced to include secure online payment options that reduce administrative overheads and provide ease of payment for the debtor.

The current provision for doubtful debts is \$197,000, which is sufficient to allow the bad debt write-off of \$99,063.72 for the impaired inspection debts.

The associated Confidential Report to this item addresses personnel matters concerning particular individuals (other than councillors). If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(a) of the Local Government Act (LGA).

### **RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2)(a) personnel matters concerning particular individuals (other than councillors).
- 2. THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

### **11.3. NSROC Tender 2022 - Road Surfacing, Patching and Associated Works**

**AUTHOR:** Edward Wong, Contracts Manager

**ENDORSED BY:** Duncan Mitchell, Director Engineering & Property Services

**ATTACHMENTS:** Nil

#### **PURPOSE:**

This report is to provide Council with an analysis of the tender process for NSROC Road Surfacing, Patching and Associated Services.

#### **EXECUTIVE SUMMARY:**

Public tenders for the Northern Suburbs Regional Organisation of Councils (NSROC) Road Surfacing, Patching and Associated Works were called for on 14 April 2020 with a nominated closing date of 8 May 2020 and was extended to 15 May 2020.

The proposed contract term will initially commence on the 1 July 2020 to 30 June 2022, with each Council having the option to extend for an additional one (1) year plus a further one (1) year extension at Council's discretion subject to satisfactory performance at annual contract review, the potential term of the contract is 1 July 2020 to 30 June 2024.

*In order for Councillors to discuss the content of this Commercial in Confidence report it will be necessary to close the Council meeting to the public.*

#### **RECOMMENDATION:**

- 1. THAT** Council accept the tenders of four highest ranked Tenderer shortlisted into the panel for the Supply, Delivery and Laying of Asphaltic Concrete under the NSROC Contract 2022 – Road Surfacing, Patching and Associated Works.
- 2. THAT** Council accept the tenders of the two highest ranked Tenderer shortlisted into the panel for Heavy Patching under the NSROC Contract 2022 – Road Surfacing, Patching and Associated Works.
- 3. THAT** Council hereby authorises its Official Seal to be affixed to Contract NSROC 2022 under the signature of the Mayor and the General Manager.
- 4. THAT** once Council has executed the Contract, information relating to the successful tender be published in Council's Register of Contracts as required by Government Information (Public Access) Act 2009 – Part 3 Division 5 – Government Contracts With Private Sector.

### **11.4. Tender No. 21/2020 - Military Road, Neutral Bay - Public Domain Upgrade - Stage 3**

**AUTHOR:** Chris Stevens, Project Manager

**ENDORSED BY:** Duncan Mitchell, Director Engineering Services

**ATTACHMENTS:** Nil

**PURPOSE:**

This report is to provide Council with an analysis and recommendation of the tender process for Tender No. 21/2020 Military Road, Neutral Bay – Public Domain Upgrade – Stage 3.

**EXECUTIVE SUMMARY:**

Tenders were called and were received until 4.00pm on 4 June 2020 to undertake Public Domain upgrading works in three separate sections of Military Road in Neutral Bay as part of the B-Line Public domain upgrading program –Tender No. 21/2020 - Stage 3. These works are a continuation of the B-Line related public domain upgrading works that Council has been undertaking for the last twelve months in the Military Road corridor between Neutral Bay and Cremorne. Refer to figure 1 in this report for the location of each package of works.

This report is recommending that the highest ranked tenderer be engaged by Council to undertake the works for Tender No. 21/2020.

The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(d) of the Local Government Act (LGA).

**RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (d) commercial information of a confidential nature that would, if disclosed;
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret.
- 2. THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

## BACKGROUND:

To facilitate the delivery of the Northern Beaches B-Line Bus Service by TfNSW, significant Public Domain and Civil Infrastructure works were required to be undertaken in and around the Military Road corridor between Neutral Bay and Cremorne. These public domain upgrade works are required to give bus commuters, businesses and the community a public domain that is world class in terms of aesthetics, accessibility, amenity and function.

Furthermore, North Sydney Council is also implementing projects from the Neutral Bay and Cremorne Public Domain Masterplans that were prepared in 2014/15 as part of these works.

*The public domain upgrade works that have been identified for completion for Tender 21/2020 along Military Road are in the following locations being:*

- Separable Portion A – Military Road north side – opposite Watson Street to Driveway to #192 Ben Boyd Road (Zone 14) **PROVISIONAL**
- Separable Portion B – Military Road south side – Watson Street to Ben Boyd Road (Zone 16) **PROVISIONAL**
- Separable Portion C – Military Road south side – Bydown Street to traffic lights before May Gibbs (Zone 18)



Figure 1 - Layout and Separable Portion Map



Figure 2 – Photo Montague Separable Portion C (Zone 16) **PROVISIONAL** – Looking West

## **PROJECT PROGRAM**

**Anticipated Start:** July 2020

**Anticipated Completion:** December 2020

**Responsible Officer:** Chris Stevens, Engineering Project Manager

### **11.5. Tender No. 25/2020 - Print Services**

**AUTHOR:** Shery Demian, Communications Officer

**ENDORSED BY:** Margaret Palmer, Director Corporate Services

**ATTACHMENTS:** Nil

## **PURPOSE:**

To appoint a print services panel for a number of Council's regular publications and projects.

## **EXECUTIVE SUMMARY:**

Tenders were called and were received until 4pm, Tuesday 7 April 2020 for appointment to a print service panel for Council.

The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(d) of the Local Government Act (LGA).

**RECOMMENDATION:**

1. **THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (d) commercial information of a confidential nature that would, if disclosed;
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret.
2. **THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

**11.6. Tender No. 32/2020 - Private Pressure Sewer and Gravity Sewer Main at Balls Head Reserve**

**AUTHOR:** David Manson, Manager Parks & Reserves

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

**ATTACHMENTS:** Nil

**PURPOSE:**

This report is for Tender No. 32/2020 - Private Pressure Sewer and Gravity Sewer main to the amenities block at Balls Head Reserve.

**EXECUTIVE SUMMARY:**

Tenders were called and received until 4.00 pm on Wednesday 27 May 2020 for the construction of a new Private Pressure Sewer and Gravity Sewer main at Balls Head Reserve.

The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(c) of the Local Government Act (LGA).

**RECOMMENDATION:**

1. **THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
2. **THAT** the report be treated as confidential and remain confidential until Council determines otherwise.



## **11.7. Tender No. 33/2020 - North Sydney Oval Electronic Media Screen**

**AUTHOR:** Alicja Batorowicz, Landscape Architect/Project Co-ordinator

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

The purpose of this report is to provide Council with an analysis of the tender process for Tender No. 33/2020 North Sydney Oval Electronic Media Screen.

### **EXECUTIVE SUMMARY:**

The proposed development involves the installation of an electronic media screen to be located on Doug Walters Hill, which is consistent with the objectives contained in the Plan of Management for North Sydney Oval No. 1. Other improvements that have occurred in recent years at North Sydney Oval No. 1 include upgraded change rooms, media towers, spectator stands, lighting and security.

*'To ensure that the Oval provides first-class facilities and the necessary infrastructure to meet the requirements of the major sporting codes'* is one of the most significant objectives identified in the Plan of Management for North Sydney Oval No. 1. The Plan of Management identifies the installation of an 'outdoor video screen' as a required action to be taken to further this objective.

The proposed electronic media screen will have a display face area of approximately 91sqm, comprising a width of 12,850m and height of 7,120m. The screen will be mounted on three columns and be supported by footings. Once installed the structure will have an approximate maximum height of 11m but will be screened from the rear by existing mature trees. The proposed screen will operate during events at North Sydney Oval No. 1 and will be visible to a large number of spectators around the oval.

The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(d) of the Local Government Act (LGA).

### **RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (d) commercial information of a confidential nature that would, if disclosed;
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret.
- 2. THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

## **11.8. Tender No. 4/2021 - Bushland Rehabilitation and Track Construction Services**

**AUTHOR:** Gareth Debney, Bushland Management Co-ordinator

**ENDORSED BY:** Rob Emerson, Director Open Space and Environmental Services

**ATTACHMENTS:** Nil

### **PURPOSE:**

This report outlines the result of Tender No. 4/2021 - Bushland Rehabilitation and Track Construction Services.

### **EXECUTIVE SUMMARY:**

Tenders were called and received until 4pm on Thursday 14 May 2020 for the provision of bushland rehabilitation services (Part A) and bushland track construction (Part B). The purpose of this tender was to establish a panel of suitably qualified, experienced and accredited contractors to continue implementing Council's Bushland Rehabilitation Plans over the next 5-year period through the allocation of reserve-specific 12-month-duration contracts (under Part A of the tender) and one-off project-specific contracts for bushland track construction (Part B) as allocated.

The associated Confidential Report to this item addresses commercial information of a confidential nature. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(d) of the Local Government Act (LGA).

### **RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2):
  - (d) commercial information of a confidential nature that would, if disclosed;
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the Council, or
    - (iii) reveal a trade secret.
- 2. THAT** the report be treated as confidential and remain confidential until Council determines otherwise.

## **11.9. Legal Proceedings - North Sydney Council ATS Beregi - Land & Environment Court 329464/2019 - DA No. 249/19 - 13 Shellcove Rd, Kurraba Point**

**AUTHOR:** Craig Winn, Solicitor

**ENDORSED BY:** Ken Gouldthorp, General Manager

**ATTACHMENTS:** Nil

## **PURPOSE:**

To provide Council with an update concerning the subject proceedings, to include consideration of an offer made by the Applicant to discontinue the proceedings, with each party to pay their own costs of the proceedings.

## **EXECUTIVE SUMMARY:**

On 19 August 2019, development application No. 249/19 (“the DA”) was lodged with Council. The DA proposed works comprising alterations and additions to a heritage listed dwelling, to include excavation works, double and single garages, swimming pool and spa, cabana and boat workshop.

On 21 October 2019 a Class 1 Application was filed appealing against the deemed refusal of the DA.

On 1 June 2020 the Applicant offered to discontinue the proceedings, subject to each party paying their own costs of the proceedings.

The purpose of this report is to provide an update concerning the proceedings, to include seeking a resolution of Council with respect to the offer made by the Applicant on 1 June 2020.

The associated Confidential Report to this item addresses advice concerning a current litigation. If the Council wishes to discuss the report, the meeting should be closed to the public to do so in accordance with s10A(2)(g) of the Local Government Act (LGA).

## **RECOMMENDATION:**

- 1. THAT** the meeting be closed to the public in accordance with Section 10A(2):  
(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
  - 2. THAT** the report be treated as confidential and remain confidential until Council determines otherwise.
- 12. Closure**