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30 June 2015

Dr Peter Boxhall, AO
The Chairman
IPART
PO Box K35
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Dear Dr Boxhall

Fit For The Future

North Sydney Council is pleased to provide a Template 2 – Council Improvement Proposal submission in response to the NSW State Government's Fit for the Future.

Council has undertaken extensive analysis of its performance, has proactively engaged with its community, and therefore makes this submission with the support and confidence of the North Sydney Local Government Area and its Community.

Given the already strong relationships that Council has with its community through Ward forums - its community precinct system, engaging with the community on the Fit for the Future proposals has only reaffirmed the Community's view in relation to its Council.

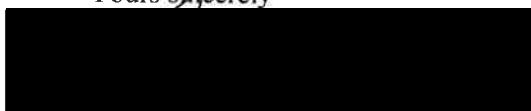
As such, North Sydney Council and its Community advise that:

North Sydney Council:

- Will meet the majority of Fit for the Future Criteria by 2019-20
- Has the scale and capacity to engage across community, industry and government
- More than satisfies all "Key Elements of Strategic Capacity"
- Is sustainable
- Is efficient
- Effectively manages its infrastructure and delivers quality services for its community
- Consistently scores highly in terms of satisfaction as indicated by community surveys and feedback
- Is not broken
- Is more than fit for the future

Accordingly North Sydney Council and the North Sydney Community requests that IPART determine to leave North Sydney as a Stand-Alone Council.

Yours sincerely



Warwick Winn
GENERAL MANAGER

ENGLISH	If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.
ARABIC	إذا لم يكن بمقدورك فهم هذه المعلومات، فالرجاء الاتصال بخدمات الترجمة الخطية والفورية (Translating and Interpreting Service (TIS)) على الرقم 13 14 50، والطلب من مترجم فوري يتحدث العربية أن يتصل لك بمجلس مدينة شمال سيدني على الرقم (02) 9936 8100 – هذه الخدمة مجانية.
GREEK	Αν δεν καταλαβαίνετε αυτές τις πληροφορίες, παρακαλώ τηλεφωνήστε στην Υπηρεσία Μετάφρασης και Διερμηνείας (Translating and Interpreting Service (TIS)) στο 13 14 50, και ζητήστε να σας διαθέσουν ένα διερμηνέα στη γλώσσα σας για να επικοινωνήσει με το Δήμο του North Sydney στο (02) 9936 8100. Αυτή είναι μια δωρεάν υπηρεσία.
HINDI	यदि आप इस जानकारी को समझ नहीं सकते हैं तो कृपया अनुवाद और दुभाषिया सेवा (Translating and Interpreting Service - TIS) को 13 14 50 पर फोन करें और अपनी भाषा के दुभाषिए द्वारा उत्तरी सिडनी काउंसिल (North Sydney Council) को (02) 9936 8100 पर फोन करने के लिए कहें। यह सेवा निःशुल्क है।
INDONESIAN	Jika Anda kurang memahami informasi ini, silakan telepon Translating and Interpreting Service (TIS) di 13 14 50, dan mintalah seorang juru bahasa dalam bahasa Anda untuk menghubungi North Sydney Council di (02) 9936 8100. Layanan ini tidak dipungut biaya.
ITALIAN	Se non capite queste informazioni, chiamate il Servizio di Traduzione e Interpretariato (TIS - Translating and Interpreting Service) al numero 13 14 50, e chiedete ad un interprete nella vostra lingua di contattare il North Sydney Council al numero (02) 9936 8100. Il servizio è gratuito.
JAPANESE	上記の情報について何かご質問がございましたら、通訳・翻訳サービス (Translating and Interpreting Service (TIS)) 電話番号 13 14 50 までお問い合わせください。また、ご自分の国の言語で通訳の手配をご希望の方は、ノース・シドニー・カウンシル (North Sydney Council) 電話番号 (02) 9936 8100。まで電話でお問い合わせください。尚、このサービスは、無料です。
KOREAN	이 정보를 이해하지 못하실 경우 번역 통역 서비스 (Translating and Interpreting Service (TIS))에 13 14 50으로 연락하셔서 한국어 통역사를 요청하시고 노스 시드니 카운슬 (North Sydney Council) 연락처인 (02) 9936 8100로 연결하도록 요청하십시오. 이 서비스는 무료입니다.
TAGALOG	Kung hindi ninyo naiintindihan ang impormasyong ito, mangyari lamang na tumawag sa Translating and Interpreting Service (TIS) sa 13 14 50, at hilingin sa interpreter ng inyong wika na tawagan ang North Sydney Council sa (02) 9936 8100. Ito ay isang libreng serbisyo.
TRADITIONAL CHINESE	如果你不明白這份資料，請致電13 14 50聯絡Translating and Interpreting Service (TIS)，要求一名能說你的語言的傳譯員，代你致電(02) 9936 8100聯絡North Sydney Council。這是免費服務。

North Sydney Council “Council Improvement Proposal”

29 June 2015

progressive *vibrant* diverse



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Executive Summary

North Sydney Council submits a Template 2 – Council Improvement Proposal in response to the NSW State Government’s Fit for the Future program and argues it should remain as a stand alone Council.

Council has fully engaged and responded to all aspects of the NSW Government’s Fit for the Future requirements and has welcomed the opportunity to do so.

Council has undertaken extensive analysis of its performance, has proactively engaged with its community, and therefore makes this submission with the support and confidence of the North Sydney Local Government Area and its Community.

The results from financial modelling and wide Community consultation re-confirmed what Council and the North Sydney Community already knew; any forced amalgamation of North Sydney Council will result in the North Sydney Community being worse off.

North Sydney Council:

- Will meet the majority of Fit for the Future Criteria by 2019-20
- Has the scale and capacity to engage across community, industry & government
- More than satisfies all “Key Elements of Strategic Capacity”
- Is sustainable
- Is efficient
- Effectively manages its infrastructure and delivers quality services for its community
- Consistently scores highly in terms of satisfaction as indicated by community surveys and feedback
- Is fit for the future

Accordingly North Sydney Council and the North Sydney Community requests that IPART determine to leave North Sydney as a Stand-Alone Council.

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Overview

The Independent Local Government Review Panel (ILGRP) proposes that North Sydney amalgamate with Mosman, Lane Cove, Willoughby, Hunter's Hill and approximately 2/3rds of Ryde.

North Sydney Council embraces the principles of constant improvement and seeks at all times to deliver the highest levels of service to its residents and community at the lowest possible cost.

North Sydney Council is therefore open to change provided that ultimately, as a result of any proposed change, that the residents and community of North Sydney would be better off.

Council has carefully considered the ILGRP's recommendation, has undertaken significant financial modeling of the proposal, has consulted widely with the North Sydney Community and determined, on balance, that North Sydney should remain as a **stand alone** Council because:

- Modelling clearly demonstrates that North Sydney residents and community would be adversely affected by the proposed amalgamation;
- It is highly likely that services valued by North Sydney residents and community would be reduced or cut as a result of the proposed amalgamation;
- The democratic representation of North Sydney residents and Community would be significantly eroded;
- Extensive community consultation regarding amalgamations has been undertaken 6 times since 1983, and in every community poll the results have indicated a high level of opposition to amalgamating;
- Neighbouring Councils, apart from Willoughby City Council, indicated they had no interest in holding amalgamation discussions with North Sydney Council;

In coming to this conclusion North Sydney Council notes that it:

- ✓ Will meet the majority of Fit for the Future Criteria by 2019-20
- ✓ Has the scale and capacity to engage across community, industry & government
- ✓ More than satisfies all "Key Elements of Strategic Capacity"
- ✓ Is sustainable

- ✓ Is efficient
- ✓ Effectively manages its infrastructure and delivers quality services for its community
- ✓ Consistently scores highly in terms of satisfaction as indicated by community surveys and feedback
- ✓ Is fit for the future

IPART requires that Councils who do not submit a proposal in line with the recommendation set out by the ILGRP should submit a sound argument which clearly indicates *"why the option proposed is at least as good as or better than the merger option"*

Council contends that, as the recommendation to merge will be detrimental to the community of North Sydney, then aside from all other considerations, the option to stand alone must be *"at least as good or better"*.

The NSW Government's Fit for the Future program suggest that Councils everywhere are "broken".

North Sydney is not "broken".

Local government means significantly more to the communities of NSW than financial ratios. Local government provides services which community's value, which communities use, and which communities need. It has evolved well beyond base level service providers of "roads, rates and rubbish", although these remain core functions. It provides some critical services and facilities which by their nature generate no income, like libraries, and open spaces, but which if removed, would leave communities the poorer for their loss.

Local government holds the fabric of communities together, providing community facilities, swimming pools and public events. It is an enabler for businesses and good development and a sense of place.

It provides consultative, open, local democracy for local residents. It allows residents to have a voice, to help shape their community and their future.

No other level of government is as close to its community as Local Government. This is its greatest strength.

About this Proposal

About North Sydney

Council notes Template 2 (existing structure) provided by the Office of Local Government. This proposal is prepared in a similar form. Attached to this proposal is a copy of Council's 2013-2023 Community Strategic Plan. The CSP outlines Council's plans and strategies into the future. The CSP was prepared with consultation with the Community and in accordance with the State Government's Integrated Planning and Reporting Requirements, and with which Council complies with IPART should look to the CSP as a response to key strategies, assumptions, and future planning.

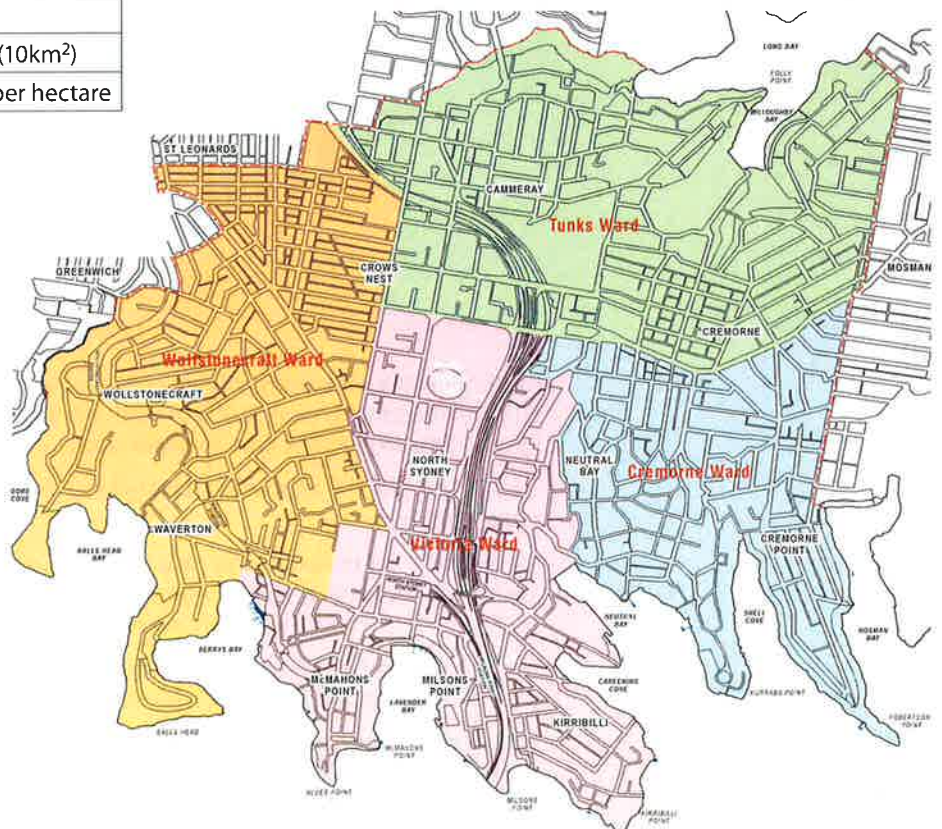
The North Sydney local government area is located in Sydney's inner northern suburbs, about 3km from the Sydney GPO and covers ten square kilometres. It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller suburban centres, residential areas and parks and open spaces.

The local government area includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahon's Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby local government area in the north, the Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

Major features include the commercial and retail areas, St Leonards Park and North Sydney Oval, HMAS Waterhen and HMAS Platypus, Mary MacKillop Place, Admiralty and Kirribilli Houses, and a high proportion of academic facilities including TAFE Colleges, a campus of the Australian Catholic University and a number of secondary and primary schools. North Sydney is served by the Bradfield Highway, the Pacific Highway, the Warringah Freeway and the North Shore railway line with stations at Milsons Point, North Sydney, Waverton and Wollstonecraft.

Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional custodians of this area. It is important to recognise the Aboriginal spiritual, social and cultural connections to North Sydney's land and waters.

Key Statistics	
Population	67,033
Land area	1,049 hectares (10km ²)
Population density	55.98 persons per hectare

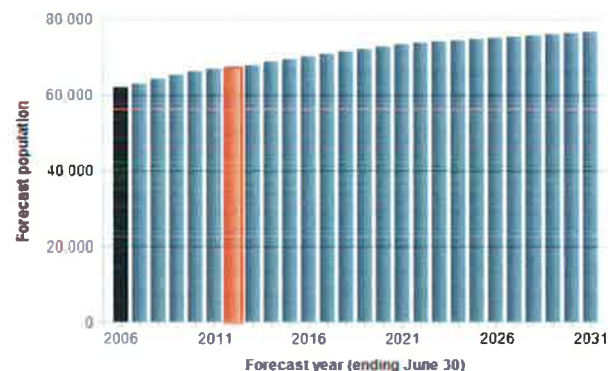


Demographic Profile

The main features of the demographic profile on North Sydney are:

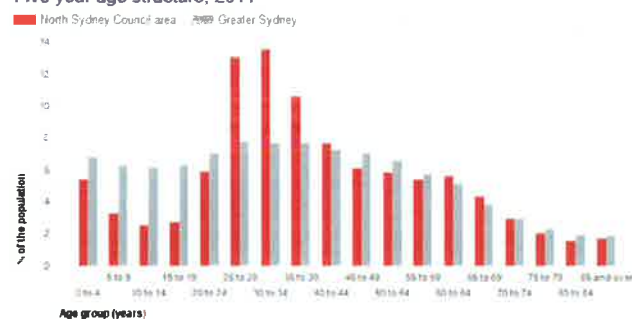
- The estimated resident population in 2014 is 71,025 people.
- The North Sydney population is expected to increase to 76,861 people by 2031 - an additional 9,711 people (14.46%) or an average of 0.71% per annum change during this period.

Forecast population, North Sydney



- Almost half of North Sydney's residents are aged between 25 and 49 years.
- The largest age group is 30 to 34 year olds (13.5%). North Sydney has a larger percentage of 25 to 34 year olds (26.6%) compared to the Greater Sydney average (15.4%).
- North Sydney has a lower proportion (11.1%) of people in the younger age groups (under 15) and a similar proportion (12.5%) of people in the older age groups (65+) compared with 19.2% and 12.8% respectively for Greater Sydney.

Five year age structure, 2011



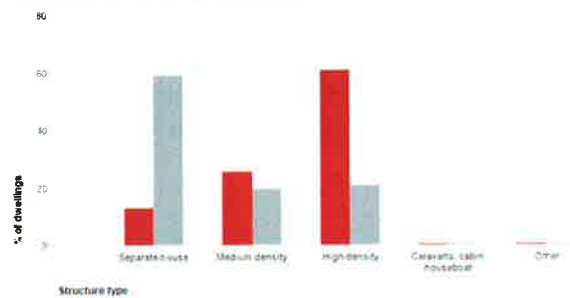
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- North Sydney is a relatively affluent community with above average incomes. Overall 50.9% of households earn \$2,500 or more per week, whilst 11% are low income households, earning less than \$600 per week.
- Overall, 61.8% of the population hold tertiary qualifications compared with 40.5% for the Sydney average.
- Overall, 36.4% of the population was born overseas, compared with 34.2% for Greater Sydney; 20.8% are from a non-English speaking background, compared with 34.2% and 26.3% respectively for the Sydney average.
- The largest non-English speaking country of birth in North Sydney was China, where 2.2% of the population, or 1,382 people, were born.
- The dominant language spoken at home, other than English, in North Sydney was Cantonese, with 2.7% of the population or 1,662 people speaking this language at home.

- 1,269 who speak another language report difficulty with speaking English.
- In 2011 the North Sydney population was living in 34,954 dwellings with an average household size of 2.0 people. Dwelling density is higher in North Sydney than in other parts of Sydney with 25.7% residing in medium density dwellings (semi-detached, row, terrace, townhouses and villa units) compared with 19.7% for the Sydney average; while 60.8% live in high density dwellings (flats and apartments) compared with 20.7% for the Sydney average.

Dwelling structure, 2011

■ North Sydney Council area ■ Greater Sydney

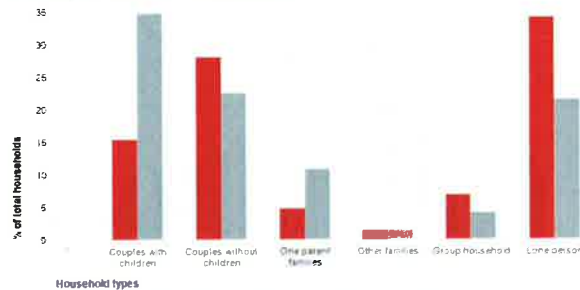


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- North Sydney has a low proportion of households with children (15.4%), compared to the Greater Sydney average (34.8%) with 87.2% of the population being over 18 years.
- Family households accounted for 49.7% of total households in North Sydney while lone person households comprised 34.1% of total households compared with 69.6% and 21.5% respectively for Greater Sydney.

Household types, 2011

■ North Sydney Council area ■ Greater Sydney



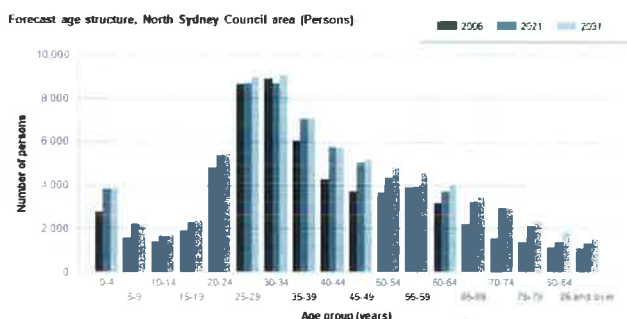
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- The population is highly mobile. 46.5% of all residents rent compared with 30.4% in Greater Sydney. The establishment of the North Sydney area as a major commercial, employment and entertainment centre has attracted a youthful, transient population. The area has a high proportion of rental dwellings, with the proportion of households renting privately double that of Greater Sydney.

- The population is highly mobile. 46.5% of all residents rent compared with 30.4% in Greater Sydney. The establishment of the North Sydney area as a major commercial, employment and entertainment centre has attracted a youthful, transient population. The area has a high proportion of rental dwellings, with the proportion of households renting privately double that of Greater Sydney.
- By 2031 North Sydney is required by the State Government to provide an additional 5,500 dwellings as outlined in the 2007 Draft Inner North Subregional Strategy.
- Over 50,000 people travel daily to North Sydney for work and study. The State Government's employment capacity target for North Sydney is 15,000 by 2031 as outlined in the 2007 Draft Inner North Subregional Strategy. Of our 15,000 students attending schools and tertiary institutions in North Sydney, only one in five live in the local government area.

It is forecast in 2021:

- The most populous forecast age group will be 25-29 year olds, with 8,712 persons.
- The age group with the largest proportional increase (relative to its population size) will be 70-74 year olds, who are forecast to increase by 92.2% to 2,912 persons.
- The number of people aged under 15 is forecast to increase by 1,894 (33.0%), representing a rise in the proportion of the population to 10.4%. The number of people aged over 65 is expected to increase by 3,649 (50.6%), and represent 14.8% of the population by 2021.



- The largest increase in household type between 2006 and 2021 is forecast to be in group households, which will increase by 601 households, comprising 7.8% of all households, compared to 7.2% in 2006.
- In contrast lone person households are forecast to increase by 1,448 households, to comprise 38.2% of all households in 2021, compared to 39.7% in 2006.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2001 and 2011; and *id*, the population experts 2012

Council Charter

In addition to the Council's Charter under Section 8 of the Local Government Act 1993, Council has adopted its own charter:

- We will leave to future generations a better environment than we inherited. Sustainability will be a call to action across our community. In partnership with our community, we will ensure that responsible stewardship of the local environment is a guiding principle in all our activities. We will develop new local parks and sporting facilities, broaden the use of our existing open space and recreation resources and improve how we care for and manage them. We will work with other organisations, locally and regionally, to realise these ends. The importance of providing opportunities for community health and wellbeing will be central to all of our open space and recreation planning.
- We will work with our community to create a built environment that is well designed, welcoming, safe, accessible and beautiful and which truly reflects our local heritage. We will protect the character of our urban environment whilst managing growth. We ensure that North Sydney's networks of roads, footpaths, seawalls and other local infrastructure is maintained to a standard that meets our community's expectations. Funding for major new infrastructure will be spread over the life of the asset. We will bring together other levels of government in sharing responsibility for our local infrastructure. We will make North Sydney pedestrian and bike friendly. The use of public transport and other alternatives to the private car will be encouraged through the improvement and expansion of sustainable transport options and the encouragement of car sharing options.
- We will preserve the economic vitality of the North Sydney Central Business District and unique commercial centres. From a strong commercial heart, our CBD will host a thriving business community, provide diverse social and cultural activities and work in harmony with surrounding residential areas and other commercial centres nearby. The CBD will be internationally recognised as a place for innovation, excellence and Ecologically Sustainable Development. Our commercial centres will remain economically viable, healthy and attractive. Our neighbourhoods will be strengthened so that there are village centres with shops and places to meet within walking distance of residential areas.
- We will strengthen bonds in our community and give more recognition and support to our social and cultural diversity. A safer environment for people who live in and visit North Sydney will be created, and we will promote a sense of community responsibility for our collective wellbeing. We will ensure 'universal access' to our community services and facilities through continuous needs analysis and planning. We will pursue investment opportunities to enhance community assets under Council's care in the interests of quality of life, amenity and public safety. We will always regard our role in delivering services to the community as vital. We will work in partnership with other levels of government in planning and providing services. Central to our focus will be the needs of youth, families and older people as well as those with special needs.
- We will continue our established tradition of good governance and we will be a leader in ethical, transparent and open government. We will be worthy of and receive the highest level of community confidence in our capacity to govern. We will adopt a sustainable approach to our financial planning, explore additional sources of income and minimise risks to our organisation. Achieving this will ensure that we are able to maintain a healthy and secure financial position whilst providing our community with a high level of service.

ILGRP Amalgamation
Recommendation

The Independent Local Government Review Panel (ILGRP) provided 2 options for North Sydney Council;

- 1 Combine as a strong Joint Organisation, or
- 2 Amalgamate with Hunters Hill, Lane Cove, Mosman, Ryde (part) and Willoughby.

The amalgamation option, depending ultimately on where the final border separating Ryde Council would lie, would provide a Council area which would look as follows:



The Council would have a combined population of some 301,362:

Council	Population ¹
North Sydney	71,025
Mosman	30,276
Willoughby	74,166
Ryde	76,399 ²
Lane Cove	34,807
Hunters Hill	14,689
Merged	301,362

¹ABS publication 3218.0, Regional Population Growth Australia (Released 31 March 2015)

²Ryde's population according to ABS 3218.0 is 114,598, 2/3rds is 76,399

Consultation with Neighbouring Councils

Council, in good faith, wrote to the Councils of Hunters Hill, Lane Cove, Mosman, Ryde, Willoughby and the City of Sydney seeking their willingness or otherwise, to engage in discussions regarding the possibility of merging with North Sydney and/or each other to create a new entity which may satisfy the NSW Government's Fit for the Future Scale and Capacity Criteria³.

Only Willoughby City Council indicated that they would be prepared to hold without prejudice discussions. Accordingly, North Sydney is not in a position to lodge a proposal in line with the ILGRP's recommendation.

Scale & Capacity

North Sydney Council has the scale and capacity to engage across community, industry & government.

The resident population of North Sydney is 71,025⁴

In addition to the resident population, North Sydney manages a significant CBD which brings a daily influx of some 56,289⁵ workers, and a significant education catchment, which brings a daily influx of some 16,500 primary, secondary and tertiary students⁶, all of whom have a right to council services.

North Sydney been identified as a strategic employment centre in the NSW Government's Metropolitan Strategy. The North Sydney CBD is part of Global Sydney and has the 6th largest office market in Australia. The presence of such significant commercial space brings its own additional service demands – bringing large numbers daily into the area to conduct business in all its forms.

Residential population alone is not an indication of the scale, capacity or levels of service North Sydney provides.

Council notes that the ILGRP recommends that Blue Mountains Council has a "*specialized role in managing urban areas within National Parks*"; that Hawkesbury and Wollondilly Councils have a "*specialized role in managing peri-urban fringe*".

North Sydney Council has a clear, specialized role in managing a significant CBD and is an integral part of Global Sydney and should be recognized as such.

IPART notes⁷: "*The ILGRP's scale and capacity options include specific target for scale based on estimated population coverage in each Local Government Area (LGA), and seek to achieve the key elements of strategic capacity.*". The implication of which is that IPART considers there to be a clear nexus between scale and capacity and therefore in a Council's ability to achieve the strategic capacity key elements.

North Sydney already achieves the key elements of strategic capacity, therefore, by definition; already has adequate scale and capacity.

Each element of strategic capacity is examined in more detail as follows.

³Council meeting 16 February 2015: Resolution in part "...Council write to the Councils of Mosman, Lane Cove, Willoughby, Hunters Hill, Ryde and the City of Sydney seeking their willingness or otherwise, to engage in discussions regarding the possibility of merging with North Sydney and/or each other to create a new entity which may satisfy the NSW Government's Fit for the Future Scale and Capacity criteria."

⁴ABS publication 3218.0, Regional Population Growth Australia (Released 31 March 2015) provides a residential population of North Sydney of 71,025

⁵Australian Bureau of Statistics, Census of Population and Housing 2011

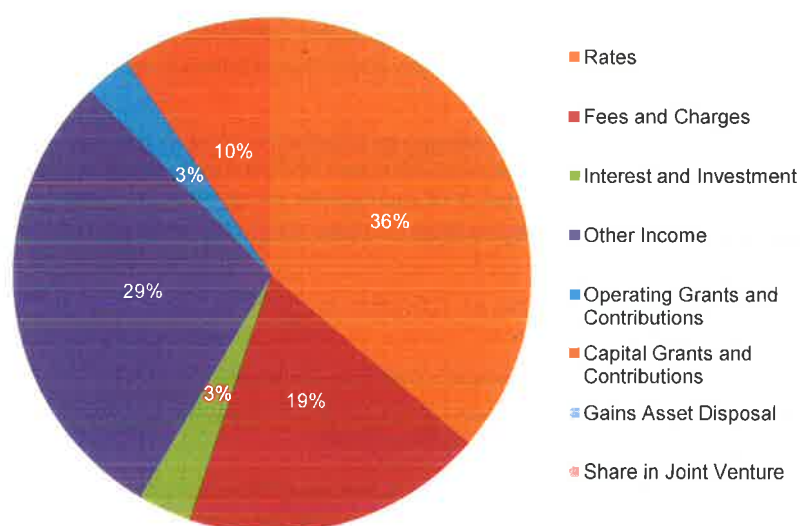
⁶Educational Institutions in North Sydney, Study 2007

Revenue Base and Discretionary spending

North Sydney Council's current revenue base is robust, with 2013/14 revenue being \$120.157 million as follows:

	2013/14 Revenue \$Millions	%
Rates & Annual Charges	43,550	36
User Charges & Fees	22,709	19
Interest & Investment Revenue	4,022	3
Other Revenue	35,005	29
Operating Grants & Contributions	3,457	3
Capital Grants & Contributions	11,414	10
Total	120,157	

Total Income



Only 13% of Council's revenue comes in the form of grants, with 87% of revenue being generated by Council's operations.

Expenditure for the 2013/14 financial year amounted to \$93.4 million, providing for an overall net result of \$26.7 million.

Council's financial position continues to remain sound, and Council has no debt.

The strong financial position reflects sound financial management and Council's commitment to financial sustainability. It also strengthens Council's financial capacity to deliver on the outcomes and strategies of the Community Strategic Plan, and provides more than adequate discretionary income.

Scope to undertake new functions and major projects

North Sydney has demonstrable experience in undertaking major projects, with recent examples including:

Coal Loader Centre for Sustainability: \$14.235 million



CBD and Brett Whiteley Place (concept drawing): \$17.1 million



Cammaray Park Synthetic Sports Field: \$2 million



Hume Street Park (concept drawing): \$60-90 million



Alexander Street carpark and commercial redevelopment – Public/private partnership with Woolworths – redevelopment of \$6.425 million



North Sydney Oval refurbishment \$5.7 million



7.3

Ability to Employ Skilled Staff

North Sydney Council has no difficulty in attracting skilled staff.

Council's employee values proposition and opportunities for personal and career development have enabled it to continuously attract and retain high quality staff.

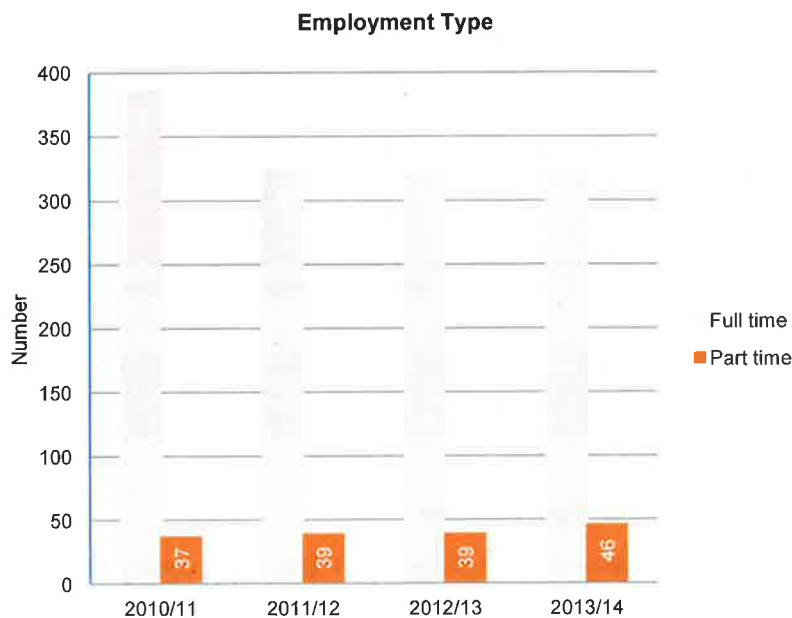
The following table outlines the 6 most recent vacancies filled by Council and the number of applicants for each:

Position	Number of Applicants
Waste Management Coordinator	41
Manager Traffic and Transport Operations	19
Parking Station Attendant PT	68
Access and Inclusion Co-ordinator	16
Workforce Planning Assistant	103
Street Cleaner PT	78
Total	325

The 6 vacancies generated 325 applications in total.

The number of applicants contesting for these roles clearly demonstrates that North Sydney is considered a desirable place to work.

The following table outlines the employment type of Council staff:



	2010/11	2011/12	2012/13	2013/14
Full time	386 (91.2%)	325 (89%)	320 (89.1%)	326 (87.6%)
Part time	37.26 (8.8%)	39.2 (11%)	39.3 (10.9%)	46 (12.4%)
Total	423.26 (100%)	364.2 (100%)	359.3 (100%)	372 (100%)

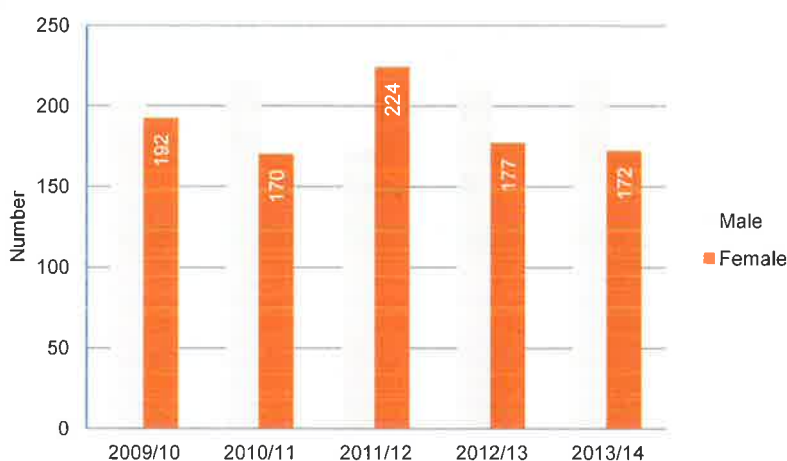
The age spread of Council's staff is consistent with Australia's ageing workforce trend. This presents challenges to all employers in retaining and recruiting sufficient staff, as increasing numbers of employees moving towards retirement. Council is continuing to address this issue through initiatives such as succession planning, flexible working arrangements, family friendly policies and learning and development programs.

Age Spread of Staff

	2010/11	2011/12	2012/13	2013/14
<25	12 (2.6%)	9 (2.3%)	11 (2.8%)	13 (3.3%)
25-34	82 (18.0%)	75 (19.2%)	69 (17.7%)	69 (17.6%)
35-44	109 (23.9%)	111 (28.4%)	106 (27.2%)	106 (27.1%)
45-54	104 (22.8%)	110 (28.1%)	116 (29.8%)	116 (29.7%)
55-64	69 (15.1%)	75 (19.2%)	75 (19.3%)	82 (21.0%)
65+	10 (2.2%)	11 (2.8%)	12 (3.1%)	14 (3.6%)

Gender composition of employees indicates the split between males (56%) and females (44%) employed at Council.

Employment Type by Gender



	2009/10	2010/11	2011/12	2012/13	2013/14
Male	206 (52%)	216 (47.4%)	173 (44%)	212 (54.5%)	219 (56%)
Female	192 (48%)	170 (37.3%)	224 (56%)	177 (45.5%)	172 (44%)

Creating Development Opportunities

Council's ability to achieve its strategic directions and to add genuine value to customers depends on the skills and proficiency of staff.

Access is provided to ongoing learning and development opportunities to build the capacity of employees. These opportunities are offered via on the job internal and external workshops, conferences and programs, and through e-learning.

All new employees complete an induction.

Staff Turnover

Employee turnover in 2013/14 was nine per cent, slightly lower than the 14% in 2012/13.

Council facilitated a smooth transition of people and knowledge to ensure effective business continuity.



	2009/10	2010/11	2011/12	2012/13	2013/14
Permanent full time equivalent employees leaving the organisation	8%	7%	12%	14%	9%

In an effort to minimise staff turnover, exit surveys provide insight into the reasons staff leave Council. Retirements created more opportunities for growth and advancement for existing employees and, supported by formal development, planning will ensure Council people both achieve to expectations and reach their potential.

Council enjoys the long term retention of significant numbers of staff as the following table shows:

Years of Service	%
0 – 1	12
1 - 3	15
3 - 5	13
5 - 10	21
10 - 15	18
15 – 20	9
20 – 25	5
25 +	7
Total	100

60% of staff have been with North Sydney Council for 5 years or more. 12% have served greater than 20 years. The longest serving employee has been with Council for 51 years.

Leadership Development

Council provides a leadership development program to ensure senior leaders within the organisation have the capabilities required to lead Council into the future.

Workforce Planning

Planning for the needs of the current workforce and those of the future is a major focus for human resources. Council's Workforce Management Strategy, a component of the Resourcing Strategy 2013/14-2016/17, ensures that Council has the right workforce to sustain a high level of service for years to come.

The aim of the strategy is to ensure Council retain staff, holds a strong position within the employment market and remains an 'employer of choice'.

Joint Consultative Committee

The Joint Consultative Committee is comprised of elected staff and management representatives. It is coordinated by the Human Resources department and meets monthly.

The committee aims to facilitate workplace reform therefore enhancing the efficiency and productivity of Council.

Employee Surveys

Council conducts an employee survey every two years. This assists Council understand employee satisfaction and perceptions of performance, as well as identify opportunities for improvement. Employees are also requested to complete an exit survey if they choose to depart the organisation.

Ensuring Equity and Diversity in Employment

North Sydney Council is rich in talent and diversity. This reflects Council's approach to recruitment, selection and promotion, and its efforts to ensure that it mirrors the demographic profile of the community it serves.

The gender balance of full time and part time staff is relatively balanced, with 56% male and 44% female. The number of women as a percentage of the total workforce has remained constant at 44%. The representation of women within middle management is 40%. 25% of Council's permanent staff members are over 55 years of age, of whom 4% are over 65 years of age. The percentage of Council's workforce that has been with Council for less than five years is 38%.

These strategies all assist in the recruitment, and retention of skilled staff.

7.4

**Knowledge, creativity
and innovation**

North Sydney Council is innovative and forward thinking, demonstrated through positive improvements to Council's operations and as a result of the planning and delivery of high quality projects, some of which include:

North Sydney Coal Loader Centre for Sustainability – which has transformed an ex-industrial site to a place which showcases best-practice sustainable technology, community gardens, food gardens, native bush nursery and regenerated waterfront parklands. The Coal Loader showcases innovation, enables hands-on learning about sustainability in everyday life, and serves as a community meeting point and hub for Council's extensive range of environmental and sustainability programs.



Integrated management of parking – including the roll out of Licence Plate Recognition and meter technology which will streamline operations and maximize efficiency.



Strategic Use of Events and Branding – including a most recent example of the revitalized branding of the CBD – Happiness Works Here, launched with a festival in conjunction with refurbished and refreshed banners and street furniture.



Installation of cogeneration plant at North Sydney Olympic Pool – resulting in the reduction of CO2 emissions by 367 tonnes per annum and contribute to achieving Council's sustainability targets. The plant produces more than 450,000kWh of electricity per annum, saving \$58,000 on the Pool's power bill.



Advanced skills in strategic planning and policy development

North Sydney Council has a strong track record of undertaking robust strategic planning and policy development to achieve desired economic, social and environmental outcomes. The following is a brief summary of some of Council's recent strategic planning and policy development endeavours.

Local Environmental Plan 2013 and Development Control Plan 2013

North Sydney Council has a strong track record of delivering and implementing local plans that meet local and state objectives. For example, North Sydney Local Environmental Plan 2013 (LEP2013) contains sufficient capacity to accommodate the NSW Government's housing targets and dwelling approvals and is on track to exceed Council's obligations. LEP 2013 concentrates the bulk of new dwellings in mixed use centres in close proximity to retail, office, health, education, transport, leisure, entertainment facilities and community and personal services. It delivers housing choice for a range of socio-economic groups throughout North Sydney to meet the needs of existing and future residents. LEP 2013 allows for the growth of North Sydney CBD while minimising the impact of new development on local character, amenity, environment and heritage.

North Sydney Development Control Plan 2013 (DCP 2013) supports the implementation of the provisions to LEP 2013. It contains detailed provisions on all aspects of development not covered under LEP 2013. DCP 2013 identifies all of North Sydney's planning controls in two ways. Firstly, it focuses on general issues such as residential development and cultural resources. Secondly, it is based on localised planning issues derived from the Area Character Study. It is a user friendly policy document that facilitates best practice outcomes in North Sydney.

Ecologically Sustainable Development (ESD) Best Practice Project

North Sydney Council's Ecologically Sustainable Development (ESD) Best Practice Project (2013) saw a comprehensive green audit test the effectiveness of Council's own planning provisions. The intention was to improve the sustainability performance of new development by identifying and implementing best practice planning provisions - the very means by which Local Government can have direct effect on the long term structure and performance of the built environment.

The project adopted a whole-of-Council approach to assist in dealing with complex sustainability issues and has policy and work plan implications that extend right across the organisation beyond typical planning and assessment functions. The process and its outcomes can be used by other councils to assist in their drive towards sustainability, making the project significant on a regional and state-wide scale. The initiative was given a commendation award at the 2014 Local Government Excellence in the Environment Awards.

Living Campus Education Precinct

Education is an important issue for North Sydney. The local government area supports over 17,000 students - and this figure is steadily growing. The education precinct covers 26 hectares of commercial, mixed use and residential land to the west of the North Sydney centre. It supports close to one third of the area's total student population.

Living Campus is a design-led initiative to transform the education precinct into a popular and easy to reach destination in North Sydney. Living Campus involves place making strategies that:

- enhance the precinct's function as an urban campus
- better connects people, schools and places
- transforms the streets into valuable civic spaces.

The program's success draws on the strong cooperative relationship between Council, the schools, the local community and industry.

St Leonards / Crows Nest Planning Study

North Sydney Council has prepared a planning study to manage the high level of development interest in St Leonards / Crows Nest, to sustainably accommodate population growth in the North Sydney local government area, protect jobs, improve built form design outcomes and deliver much needed public domain improvements and services.

Council has been successfully working with developers and property owners to implement desired built form outcomes. Council has also commenced implementation of planned public domain and open space improvements.

This study has been undertaken with support from the State government as well as broad support within the community. It is allowing Council to positively manage change in the St Leonards / Crows Nest area, ensuring that significant public benefits are delivered and the impacts on existing residents are minimised.

Hume Street Park expansion

In 2012 Council adopted the St Leonards / Crows Nest Planning Study – Precinct 1 which identified the need to provide more open space in the St Leonards area and proposed that Hume Street Park be expanded. Consistent with that planning study, Council is finalising concept design and feasibility planning and will soon progress to detailed design for this important transformational revitalisation project. Among other public benefits the project will result in excess of 3000m² of additional open space. An enlarged Hume Street Park is consistent with preferred open space strategies contained in Council's Open Space Provision Strategy and will extend the potential functions of the park so as to better cater for the needs of new populations coming into the St Leonards / Crows Nest area.

Partnerships, Cooperatives and Joint Ventures

Partnering with other organisations and groups is an efficient way for Council to offer services and deliver projects. Council is a party to the following partnerships, cooperatives and joint ventures:

Aboriginal Heritage Management Program

Joint Venture between Lane Cove, North Sydney, Manly, Ku-ring-gai, Pittwater, Ryde, Warringah and Willoughby Councils and Department of Environment and NSW Heritage Office to effectively manage and preserve Aboriginal heritage sites across the participating local government areas.

Joint Special Interest Group

Between Canada Bay, Gosford, Melton (Vic), Mosman, Newcastle, Noosa (Qld), North Sydney, Shellharbour, Tea Tree Gully (SA), Wellington (NSW), Wellington (SA) Councils and Avand and Civica to provide better integration of Civica - Authority and Advanced Data Integration - DataWorks applications in the areas of document storage and management and the control of names within the applications.

Internal Audit - North Shore Councils

Internal audit function as a shared service across 6 councils.

Metropolitan Public Libraries Association (NSW)

An organisation representing the concerns of sharing knowledge and bulk purchasing.

Northern Sydney Regional Organisation of Councils (NSROC)

An organisation representing the concerns of local government in the greater Sydney Region.

Road Safety Program

North Sydney Council and Roads and Maritime Services jointly fund the position of a Road Safety Officer. The Road Safety Officer's role includes public education regarding road safety issues.

Shorelink

A library management network involving Lane Cove, Manly, Mosman, Stanton and Willoughby public libraries which has been operating since 1983.

Statewide Mutual Insurance Pool

A cooperative formed from a large number of councils designed to provide access to reasonably priced insurance.

7.7

Effective Advocate

North Sydney Council is an effective advocate for the growth of the North Sydney CBD.

The North Sydney CBD is no accident. Many of its strengths such as the compact commercial core and upgraded railway station are the result of thoughtful strategic planning and smart negotiation with the NSW Government over the past 15 years.

North Sydney has often been considered the younger sibling to the Sydney CBD sometimes seen as the CBD you choose when you can't afford the real thing. However, that has changed. Businesses are now opting to locate in North Sydney because they recognise it offers location and lifestyle benefits that are attractive to their staff.

The North Sydney Centre plays a unique role in Sydney's mix of commercial centres, attracting innovative industries with international reach such as finance, communications, construction, property and health.

North Sydney outranks all the other major commercial centres for the proportion of workers in knowledge intensive industries. It also has the highest proportion of workers with university qualifications. Not surprisingly, North Sydney workers also earn more, on average, than their colleagues in other areas. The Centre performs consistently on return in investment for both rental income and capital growth.

North Sydney is identified as a significant commercial centre in the State Government's Metropolitan Strategy and is part of the city's global arc. Council is embracing that position. It is driving change at a strategic level with a comprehensive review of the centre and is supporting the strategy with investment in the public domain and city activations.

Council's vision is to maintain a strong, consolidated commercial core which attracts a diverse mix of industries. Over the past 40 years, the major slumps in North Sydney have occurred when there has been a downturn in one predominant industry. Council's intention is to recession proof the centre as best as possible by encouraging a broad mix of industry sectors.

One of the primary challenges for the CBD is the proportion of older building stock and the growing demand for A grade space. Council has made inroads over the last few years, most recently with the development of Coca Cola Place in Mount Street. Three new commercial developments have been approved and one of these is currently under

construction. Together, they will add 125,000 square metres of floor space and allow for up to 68,000 additional workers.

A fourth development for a new hotel at 100 Miller St will bring new retail, restaurants and a supermarket to the CBD and broaden the offering for tenants, workers and visitors. Further developments in the CBD will see two new hotels by Vibe and Lloyds, a serviced apartment from Meriton and two new supermarkets broaden the offering for tenants, workers and visitors.

Council has been a proactive partner, in particular with regards to aligning potential urban design outcomes.

Council wants the CBD to be more than just a great place to do business. Its vision is also to see increased social and cultural life within the CBD and, to that end; Council is supporting mixed use development around the fringe of the commercial centre. Council expects that the increased population will support more activity in the Centre after hours and on weekends.

Council is making good progress on these goals with a number of developments approved in and around the centre in recent years. In less than a decade more than 1300 new residential units have been approved, housing bringing an additional 2500 residents into the Centre.

Council has undertaken a comprehensive review of the different aspects of the Centre to ensure it has the right strategies and planning controls in place. For example, it has reviewed late night trading hours across the local government area and extended the hours in the CBD to support more night life.

Council has reviewed how traffic and pedestrians move through the centre and developed a plan to improve the flow for both vehicles and people. As a first step, it has completed micro-simulations of potential changes and these are being incorporated into public domain works as they are carried out. These plans range from altering traffic routes through to removing pedestrian islands to make crossing main roads easier and safer.

Council has also developed a new marketing strategy for the centre, which will be officially launched in mid May. The new positioning leverages one of Council's core strengths, which is that North Sydney is an enjoyable place to be. It is more relaxed and friendly than most competing areas, but is still busy enough to feel like a CBD, and no-one is more

than two blocks from a patch of grass and sunlight at lunch time.

Council is now embracing the educational institutions on its doorstep. Last year it signed a memorandum of understanding with the Australian Catholic University. It also developed a blue print for the Education Precinct and the next few years will see better pedestrian networks and formal and informal places where students can gather. This should bring its own unique character and vibrancy to North Sydney.

Council is developing a public art trail that will link the CBD with the harbour. It is proposing to install eight new works over the next five years to complement the art work that is already in the centre and nearby parks. The art trail is currently on exhibition for public comment.

The art trail will take in Brett Whiteley Place, which is the main plaza in the centre of the CBD. The plaza is being redesigned to be an arts and cultural hub in much the same way that Pitt St Mall connects the different areas of the Sydney CBD.

Brett Whiteley Place is the centre piece of the public domain works, but a new look and feel is being rolled out across the CBD. This includes new pavers, seating and bus shelters. Banner poles have been installed which are adding colour and movement to the Centre and, quite literally, flagging the new approach to the business community.

Of course, the Centre is, and will remain, a work in progress. Several opportunities are on the horizon which may change Council's current plans. Council owns a car park in the CBD and when the lease for this expires, there may be an opportunity to develop the site.

The second harbour rail crossing represents a fantastic opportunity to further grow the North Sydney CBD. Council is working closely with Transport for NSW to ensure this initiative complements the centre and allow growth to occur in a strategic and planned manner.

North Sydney Council is committed to the North Sydney CBD and is doing everything possible to ensure its success. Work in recent years is starting to bear fruit and the Centre is entering a new era of vibrancy and growth.

7.8

Capable partner for State and Federal agencies

North Sydney has proven itself to be a capable partner for State and Federal agencies:

Railway contributions and North Sydney station upgrade

Commenced in April 2006 and completed in December 2008, the North Sydney Station upgrade provided a larger, open plan facility which caters for increased passenger movements and established the station as a landmark building within the North Sydney CBD. North Sydney Council partnered with the State government to establish a funding mechanism for the upgrade. Council's Local Environmental Plan included a requirement for a railway contribution to be paid on additional commercial floor space proposed in the North Sydney Centre that would contribute to the cost of the upgrade.

Applicants sign a Developer Contributions Deed with Council prior to Council determining the relevant development application. Council forwards the contribution, when received, at the construction stage, to the State Government. The State Government is bound by the Railway Contributions Deed with the Council to upgrade the station by 2010. This upgrade was completed.

The railway contribution is the first of its kind where there are numerous potential developers and no specific identified site. The mechanism provides a model for the State Government and other councils.

Local Environmental Plan 2013

North Sydney Council partners with the NSW Department of Planning and Environment in the preparation of North Sydney's Local Environmental Plan 2013 (LEP2013). A cooperative approach ensured that the LEP contains sufficient capacity to accommodate the NSW Government's housing and employment targets.

Sydney Metro - Railway station consultation and planning

North Sydney Council is working with Transport for NSW in planning for new railway stations at North Sydney CBD and St Leonards / Crows Nest as part of the Sydney Metro initiative. A cooperative approach is ensuring that the new stations promote sustainable growth and result in the broadest possible range of positive outcomes for existing and future residents and workers.

Northern Beaches Bus Rapid Transit

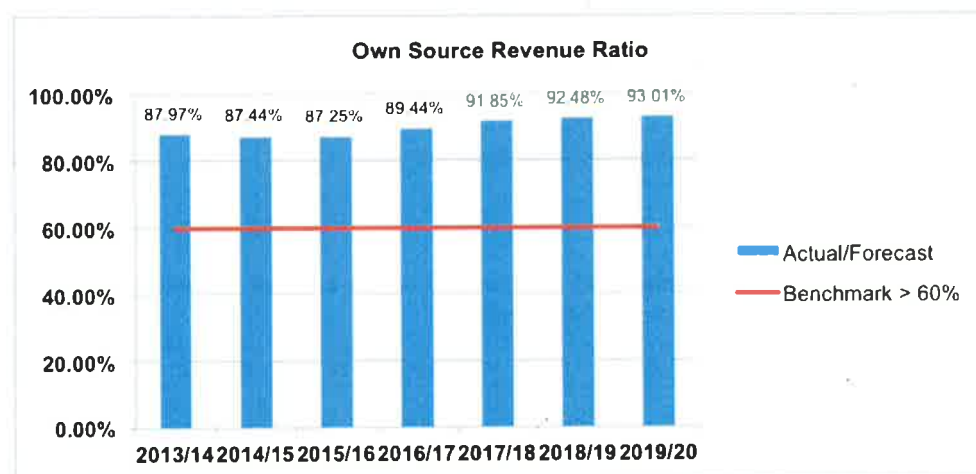
North Sydney Council is working with Transport for NSW in planning for the Bus Rapid Transit which will service the Northern Beaches. A cooperative approach is ensuring that this initiative represents a progressive opportunity to improve travel times for commuters living in the Northern Beaches while improving the local centres within the North Sydney Local Government Area.

Subregional planning

Following delivery of 'A Plan for Growing Sydney', Sydney's most recent Metropolitan Strategy, North Sydney Council has been working with the Department of Planning and Environment in preparing the subregional plan for Sydney's Northern Subregion. A cooperative approach is ensuring that state level objectives can be accommodated while respecting and protecting the amenity and livability of the North Sydney Local Government Area.

IPART's sustainability criterion incorporates Own Source Revenue as being important because "Councils with higher source revenue have greater ability to control their own operating performance and financial sustainability"⁸

North Sydney's Own Source Revenue ratio for 2014/15 stands at 87.44% rising to 93.01% in 2019/20 as the table below demonstrates



These results are significantly better than the 60% target measure.

For the financial year ended 30 June 2014 Council's net result was \$26.743 million. For the previous financial year the net result was \$18.424.

These results clearly demonstrate Council's strong and secure financial position, and clearly demonstrates it has the resources to cope with complex and unexpected change.

The North Sydney area is a highly desirable, affluent area situated less than 5 minutes drive from the Sydney CBD.

Council has no difficulty in accessing high quality leadership, political and managerial leadership.

Elected Officials

The 2012 Local Government elections saw 55 diverse candidates vying for 12 Councillor roles, and 3 candidates vying for the position of popularly elected Mayor as follows:

Ward	Number of Candidates	Number of Positions
Cremorne Ward	15 (5 males & 10 females)	3
Tunks Ward	15 (5 males & 10 females)	3
Victoria Ward	13 (6 males & 7 females)	3
Wollstonecraft	12 (2 males & 10 females)	3
	55 (18 males & 37 females)	12

7.9

Resources to cope with complex and unexpected change

7.10

High quality political and managerial leadership

⁸IPART – Methodology for Assessment of Council Fit for the Future Proposals, Table 3.2, Page 41

The electoral outcome resulted in a positive mix of quality elected representation;

	Number of Councillors
Serving 5th term – first elected 1995	1
Serving 4th term – first elected 2000	2
Serving 3rd Term – first elected 2004	1
Serving 2nd Term – first elected 2008	3
Serving 1st Term – first elected 2012	6
Total	13

58% of elected Councillors have served more than one term.

Senior Staff

Council has 6 designated senior Staff positions, all whom are well experienced both as Directors and in terms of service with North Sydney:

Years of Service	0 - 5	5 - 10	10 - 15	15 -20	20 - 25	25 +
No. Senior Staff	1	-	2	-	2	1

83.3% of Directors have more than 10 years experience with North Sydney Council

Managerial Staff

Council has 29 staff designated as “Managers”. Years of service with North Sydney are as follows:

Years of Service	0 - 5	5 - 10	10 - 15	15 -20	20 - 25	25 +
No. Managerial Staff	5	1	7	9	1	6

82.7% of managerial staff have more than 5 years experience with North Sydney Council

North Sydney Council can clearly demonstrate that it can both recruit and retain over the longer term well qualified and well experienced Directors and Managerial staff.

Performance against Fit for the Future benchmarks

Extensive financial modeling indicates that North Sydney Council meets the Fit for the Future Benchmarks as set out in the table below:

Council notes that that IPART outlines that *"Sustainability means that councils will generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for communities through the Integrated Planning and Reporting Process."*⁹

North Sydney Council's Community Strategic Plan 2013 -2013 clearly sets out the scope of services and infrastructure Council will be providing to its Community. The plan was developed in consultation with the Community and involved an IPART approved special rate variation.

Indicator	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Operating Performance ^a	✓	✓	✓	✓	✓	✓
Own Source Revenue	✓	✓	✓	✓	✓	✓
Building & Asset Renewal	✓	✓	✓	✓	✓	✓
Infrastructure Backlog	✓	✓	✓	✓	✓	✓
Asset Maintenance ^a	✓	✓	✓	✓	✓	✓
Debt Service Cover	✓	✓	✓	✓	✓	✓
Real Operating Expenditure	X	X	X	X	X	X

Morrison Low modeling¹⁰ indicates that the proposed amalgamated Council would meet only 3 of the benchmarks at day one (Own Source Revenue, Debt Service Cover and Asset Renewal), and only 4 by 2023 (Operating Performance, Own Source Revenue, Debt Service Cover & Real Operating Expenditure)

Indicator	Day 1	2023 - Projected
Sustainability		
Operating Performance	X	✓
Own Source Revenue	✓	✓
Building & Asset Renewal	✓	X
Effective Infrastructure & Service Management		
Infrastructure Backlog	X	X
Asset Maintenance	X	X
Debt Service Cover	✓	✓
Efficiency		
Real Operating Expenditure	X	✓

Clearly, if North Sydney Council meets the majority of the benchmarks, whilst the proposed amalgamated Council does not, then North Sydney's stand alone proposal is a better option.

⁹IPART – Methodology for Assessment of Council Fit for the Future Proposals, Page41

¹⁰Review of ILGRP recommendations relating to a proposed merger of the whole of Hunters Hill, Lane Cove, Mosman, North Sydney, Willoughby and two thirds of Ryde – Final Report, May 2015, Morrison Low

^aSatisfy criteria on a stand alone basis

9

Amalgamation - Analysis

"Council has considered the most likely outcomes which would accrue as a result of the ILGRP's amalgamation proposal, and has determined that North Sydney Residents, Business and the North Sydney Community at large would be worse off as a result."

The Councillors of North Sydney Council are also cognizant of their role and position as set out in Section 232 of the Local Government Act (1993):

9.1

Decision Process and the Role of Council**232 What is the role of a councillor?**

- (1) *The role of a councillor is, as a member of the governing body of the council:*
 - *to provide a civic leadership role in guiding the development of the community strategic plan for the area and to be responsible for monitoring the implementation of the council's delivery program*
 - *to direct and control the affairs of the council in accordance with this Act*
 - *to participate in the optimum allocation of the council's resources for the benefit of the area*
 - *to play a key role in the creation and review of the council's policies and objectives and criteria relating to the exercise of the council's regulatory functions*
 - *to review the performance of the council and its delivery of services, and the delivery program and revenue policies of the council.*
- (2) *The role of a councillor is, as an elected person:*
 - *to represent the interests of the residents and ratepayers*
 - *to provide leadership and guidance to the community*
 - *to facilitate communication between the community and the council.*

Particularly important under this Section is:

- *to participate in the optimum allocation of the council's resources for the benefit of the area*

and

- *to represent the interests of the residents and ratepayers*

The Council of North Sydney is clearly charged with ensuring that Council resources, which are fundamentally the property of the Community of North Sydney, are used optimally for the benefit of the Community of North Sydney. Similarly, Councillors' represent the interests of the residents and ratepayers of North Sydney.

The Council of North Sydney does not represent the interests of residents and ratepayers outside of the North Sydney area, nor is it responsible for the allocation of resources outside of the North Sydney area.

9.2

Council Debt

Outcome of Analysis:

- ✗ North Sydney community will be worse off

The ILGRP's recommended merger will result in an unfair debt burden being placed on the North Sydney Community (as well as the Communities of Hunters Hill, Lane Cove & Ryde).

- ✓ The stand alone proposal fairly quarantines debt within those communities who benefit from the assets funded by debt

North Sydney Council currently has no debt however Council is in the process of negotiating debt facilities to fund a series of long term assets.

It is inequitable to place any new debt burden on residents outside of the North Sydney area who are unlikely to be able to benefit from the funded assets. It is similarly inequitable to place a debt burden on residents of North Sydney who are unlikely to benefit from assets already debt funded by other Council areas.

As at June 2014 Council debt stood at:

Council	Debt (\$)	Per Capita (\$)
North Sydney	0	0
Hunters Hill	218,000	14.84
Lane Cove	0	0
Mosman	10,966,000	362.20
Willoughby	52,571,000	708.82
Ryde	5,615,000 ¹¹	73.50 ¹²
Total	69,370,000	230.18

It is inequitable for the North Sydney community, under an amalgamation scenario, to inherit over \$69 million of other community's debt.

The inequity is made clearer when considering resident per capita debt before and after an amalgamation:

[Green shading denotes better off, Red denotes worse off]

Council	Pre Amalgamation per Capita Debt (\$)	Post Amalgamation per Capita Debt (\$)	Difference (\$)	% Change
North Sydney	0	230.18	230.18	∞
Hunters Hill	14.84	230.18	215.34	1,451.10
Lane Cove	0	230.18	230.18	∞
Mosman	362.20	230.18	(132.02)	(36.45)
Willoughby	708.82	230.18	(478.64)	(67.53)
Ryde	73.50	230.18	156.68	213.17

Clearly, the communities of North Sydney, Hunter's Hill, Lane Cove and Ryde would suffer significant inequity as a result of the ILGRP's amalgamation recommendation.

¹¹ Assumes merged council inherits all Ryde Council's debt

¹² Assumes population is 2/3rds of Ryde's total population

Outcome of Analysis:

- ✗ North Sydney community will be worse off. The ILGRP's recommended amalgamation will result in a significant diminution of local democracy
- ✓ The stand alone proposal will retain local democracy

Councillor numbers vary with Councils in the amalgamation proposal having between 7 and 13 as follows:

Council	Population¹³	Number of Councillors (2016)	Representation (Population/Councillor)
North Sydney	71,025	10 ¹⁴	7,103
Mosman	30,276	7	4,325
Willoughby	74,166	13	5,705
Ryde	76,399 ¹⁵	12	6,367
Lane Cove	34,807	9	3,867
Hunters Hill	14,689	7	2,098
Merged	301,362	15¹⁶	20,091

Council's Fit for the Future Community Engagement program has identified the loss of democratic representation as a major community concern.

A 2015 study undertaken by Woolcott Research and Engagement found that 35% of residents had personally contacted a Councillor within the past 12 months, with a further 12% of residents personally contacting a Councillor within the last 2/3 years.

The research also found that 65% of residents perceived that there would be a negative impact of having less Councillor representation as a result of amalgamating.

The calculations set out above for North Sydney use the number of Councillors to be elected in 2016, that is, 10. Currently the Councillor complement is 13, which provides a representation ratio of $71,025/13 = 1:5,463$. The reduction in Councillor numbers to 10 will already move the ratio to 1:7,103.

To move this further to 1:20,091 would be a serious diminution of democracy.

¹³ABS publication 3218.0, Regional Population Growth Australia (Released 31 March 2015)

¹⁴In 2012 13 Councillors were elected to North Sydney Council. A referendum was held at the same time which will result in the number of Councillors being elected in 2016 falling to 10. For comparative purposes, 10 is the number used to determine representation from October 2016.

¹⁵Ryde's population according to ABS 3218.0 is 114,598, 2/3rds is 76,399

¹⁶The Local Government Act allows for maximum Councillor numbers to be 15. This number is used to determine representation of the merged group. If the amalgamated Council has less than 15 Councillors democracy is further diminished.

9.4

Rates will Increase

Outcome of Analysis:

- ✗ North Sydney community will be worse off. The ILGRP's recommended amalgamation will result in a significant higher rates being levied across residents and businesses
- ✓ As a stand alone Council, residents and businesses will continue to enjoy significantly lower rates than if they were part of an amalgamated entity

The following table outlines a comparison of average residential rates, average business rates and average domestic waste charges from among the 6 Councils the ILGRP proposes to amalgamate¹⁷:

[Green shading denotes lowest average rates, red denotes highest]

	Hunters Hill (\$)	Lane Cove (\$)	Mosman (\$)	Ryde (\$)	Willoughby (\$)	North Sydney (\$)	Average of all Councils (\$)
Average Ordinary Residential Rate (\$)	1,379.15	1,130.89	1,181.45	645.62	828.97	513.40	946.58
Average Ordinary Business Rate (\$)	863.51	4,157.15	2,593.59	6,992.46	5,941.70	2,961.57	3,918.33
Average Domestic Waste Charge (\$)	416.01	370.52	432.79	363.38	439.10	262.00	380.63

It must be assumed that on amalgamation the merged Council's rating systems would need to be harmonized, with the result being that average rates would tend towards total overall average.

Comparing the average overall rate to the current individual average rate it is possible to calculate "winners" and "losers" where the average overall rate moves to replace the current average rate:

For example North Sydney averages would most likely move from \$946.58 to \$513.40, a difference of \$433.18 (worse off). Hunters Hill averages would most likely move from \$1,379.15 to \$946.58, a difference of \$432.57 (better off).

[Green shading denotes where ratepayers will be better off, Red denotes where they will be worse off]

	Hunters Hill (\$)	Lane Cove (\$)	Mosman (\$)	Ryde (\$)	Willoughby (\$)	North Sydney (\$)
Average Ordinary Residential Rate (\$)	432.57	184.31	234.87	-300.96	-117.61	-433.18
Average Ordinary Business Rate (\$)	-3,054.82	238.82	-1,324.74	3,074.13	2,023.37	-956.76
Average Domestic Waste Charge (\$)	35.38	-10.11	52.16	-17.25	58.47	-118.63

North Sydney ratepayers will be worse off under an amalgamated Council where rates are harmonized to the overall average.

¹⁷Comparative Information on NSW Local Government – Measuring Local Government Performance 2012-13, Office of Local Government

9.5

Economies of Scale

Outcome of Analysis:

- ✗ North Sydney community will be worse off. Service provision to residents will become less efficient
- ✓ As a stand alone Council, residents and businesses will continue to enjoy efficiently delivered services

Council notes the research conducted by Brian Dollery, Michael Kortt and Joseph Drew relating to the proposed amalgamation and their publication *"Compulsion versus a Collaborative Regional Approach – An Empirical Analysis of Forced Amalgamation versus a Regional and Shared Services Approach"*, 10 May 2015, especially so far as the report relates to economies of scale. The report outlines on page 131:

*"What we find is that five of the six exiting entities currently operate with increasing returns of scale at varying levels of TE¹⁸. The sixth council (North Sydney) lies on the efficient frontier and is operating at optimal scale. An amalgamated entity (along the lines proposed by the ILGRP (2013)) would operate with decreasing returns to scale and an efficiency of just over 0.797. The proposed merger would result in a **significant decrease in efficiency for Ryde and North Sydney councils**¹⁹ and a slight decrease in efficiency for the Lane Cove municipality. Put differently, amalgamation would result in lower levels of efficiency for three of the councils and a barely perceptual improvement for a fourth council (Hunters Hill). Given the high transformation costs, disruption to services, decrease in democracy, the redistribution of council liabilities, and the decrease in financial sustainability which will accompany the proposed amalgamation, it is more than a little disconcerting that the proposed merger will only relate in a material improvement in efficiency for two of the councils involved (Mosman and Willoughby)"*

Council finds this particularly disturbing as the empirical evidence proposes that an amalgamated entity would result in lower levels of efficiency than those currently provided by North Sydney Council to its community.

The conclusion from this therefore must be that an amalgamated entity would deliver lesser services to the residents and community of North Sydney. This is not an acceptable proposition.

¹⁸"TE" refers to Technical Efficiency

¹⁹Emphasis added

9.6

Transition Costs & Savings

Outcome of Analysis:

- ✗ North Sydney community will be worse off. Millions of dollars of ratepayers funds will be wasted on merging councils. Every dollar wasted is a dollar which could be better spent providing services to the community
- ✓ As a stand alone Council, funds will continue to be used to provide services

Government Contributions

The State Government would provide \$10.5 million plus additional \$3 million for having a combined population of an additional 50,000 above 250,000. The total expected government contribution is therefore \$13.5 million.

The issue of costs/outgoings however is a vexed one, as the ultimate estimate of the costs depends upon the assumptions made and the discount factor used. Inevitably the actual cost will depend upon the decisions made by the Councillors and management of an amalgamated Council.

What is clear is that a Government contribution will not come close to covering the costs involved in amalgamating 5 and 2/3 Councils.

Amalgamation Costs

Council notes the report undertaken by Morrison Low on behalf of the Councils of Ryde, Lane Cove, Mosman and Hunters Hill which estimates Year 1 costs of \$61.751 million net of the \$13.5 million Government contribution, of which senior staff redundancy costs will constitute some \$5.8 million alone – or 43% of the government contribution.

Morrison and Low calculate that there is a financial benefit to the Councils and their Communities, depending on the discount factor, of between \$34 million - \$70 million to 2023.

Council notes however that despite the financial benefit, the amalgamated Council still fails the Fit for the Future criteria, and further that even if the financial benefits are applied to assets, the amalgamated *"...council would not meet the asset ratio over the long term and the asset renewal and infrastructure ratios are not met consistently"*

Council anticipates that net amalgamation costs would naturally tend towards the higher end as a result of the forcibly amalgamation of 2/3rds of Ryde, which significantly adds to the complexity of an already complex issue.

		Low	Medium	High
Morrison Low Estimated Savings over 10 years (to 2023)		\$34 million	\$50 million	\$70 million
Total merged Population	301,362			
Savings per person over 10 years		\$112.82	\$165.91	\$232.28
Savings per person per year		\$11.28	\$16.59	\$23.23
Savings per person per week		\$0.22	\$0.32	\$0.45

Total estimated savings figures extracted from publications "Review of ILGRP recommendations relating to a proposed merger of the whole of Hunters Hill, Lane Cove, Mosman, North Sydney, Willoughby and two thirds of Ryde - Final Report May 2015." By Morrison Low consultants

Morrison Low explain that the Net Present Value of costs and benefits has been calculated consistent with the Treasury Guidelines for Economic Appraisal using a discount rate of 7%, at a lower discount rate of 4% the benefits accrues are estimated at \$70 million, and at a higher discount rate of 10% the benefits are estimated at \$34 million.

The total population of the proposed merged new Council is 301,362. In the table above estimated savings figures are divided by population; which shows estimated savings ranging between \$112.82 to \$232.28 per resident over the 10 year period, or \$11.28 to \$23.23 per resident per year, or between 22 cents and 45 cents per resident per week.

9.7

Community
Consultation**Outcome of Analysis:**

- ✗ North Sydney community will be worse off. The Community has voiced their opinion, strongly indicating they do not wish to be amalgamated
- ✓ North Sydney residents prefer to stand alone.

The North Sydney community has been polled 6 times since 1983 regarding various forms of amalgamations, and in every case significant majorities said "NO":

Year	Question	"No" Vote
1983	Community poll asked whether North Sydney voters were in favour of the amalgamation of North Sydney with any council(s) to create a larger local government authority.	89.00%
1987	Community poll asked whether North Sydney voters were in favour of the whole or part of North Sydney being amalgamated with the City of Sydney.	93.00%
1999	Community poll asked whether North Sydney voters were in favour of amalgamating with any of the neighbouring councils:	
	Lane Cove	82.08%
	Mosman	63.55%
	Willoughby	76.81%
	City of Sydney	88.23%
2004	Community poll asked whether North Sydney voters were in favour of amalgamating with any of the neighbouring councils:	
	Lane Cove	73.40%
	Mosman	63.80%
	Willoughby	69.30%
	City of Sydney	78.40%
2014	Community poll asked whether North Sydney voters were in favour of amalgamating with Mosman, Willoughby, Lane Cove, Hunters Hill and part of Ryde	71.40%
2015	Community poll asked whether North Sydney voters were in favour of amalgamating with Mosman, Willoughby, Lane Cove, Hunters Hill and part of Ryde	76.00%

The results of the polling are clear, in that the majority of North Sydney residents do not wish to amalgamate.

This polling is an integral part of the democratic process. Council cannot ignore the clear wishes of its Community.

9.8

Reduction in Service Provision

Outcome of Analysis:

- ✗ North Sydney community will be worse off. Valued Community services will be reduced
- ✓ As a stand alone Council, services will continue to be provided.

Council provides a number of services which are not provided to the same level as neighbouring Councils. Whilst these services come at some cost to the Community at large, they are in high demand, are well received and the Community is comfortable with the cost of provision. Furthermore, such services positively and significantly add to the amenity of the Council area.

Council is concerned that these services would be reduced or else lost under the ILGRP's amalgamation proposal.

These include verge mowing, graffiti removal and household clean ups being available by reservation.

9.9

Community Satisfaction surveys

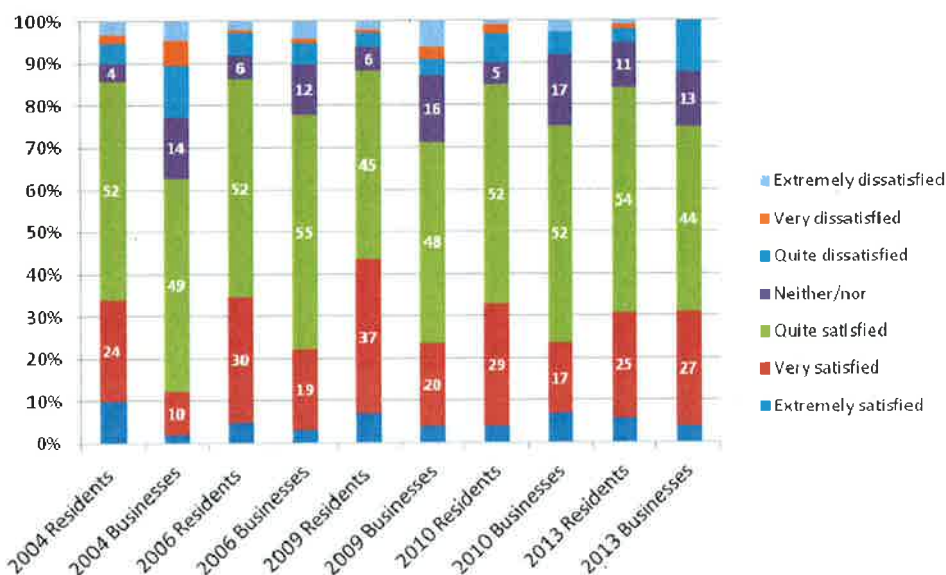
Outcome of Analysis:

- ✗ North Sydney community will be worse off. Diminution of service levels will detrimentally effect customer satisfaction
- ✓ As a stand alone Council, services will continue to be provided at similar levels of cost consistency.

Council conducts resident and business satisfaction surveys on a periodic basis. In recent years these surveys have been undertaken in 2004, 2006, 2009, 2010 and 2013.

The mean score of resident's overall satisfaction with Council's performance was 85%, the same as 2010. The mean score of business overall satisfaction with Council's performance was 76%, the same as 2010.

The following table demonstrates comparative results across the last 5 surveys.



It is clear from the results that North Sydney Residents and Businesses are either quite, very or extremely satisfied with the performance of Council in delivering services.

This has been achieved as a result of providing quality services at a reasonable cost, consulting widely with the Community in terms of future planning, and delivering on the services the Community desires.

The current level of services, and the cost to provide these cannot be guaranteed under the ILGRP's proposal. The concern therefore is that services will deteriorate, costs increase, with the net result that Community satisfaction falls.

Council is not prepared to permit this to occur.

9.10

Fit for the Future Criteria and Measures

Outcome of Analysis:

- ✗ North Sydney community will be worse off. An amalgamated Council will the meet only 3 of the benchmarks at day one (Own Source Revenue, Debt Service Cover and Asset Renewal), and only 4 by 2023 (Operating Performance, Own Source Revenue, Debt Service Cover & Real Operating Expenditure)
- ✓ As a stand alone Council, Council either satisfies the criteria and measures now or will satisfy them by 2019/20 except for the Real Operating Expenditure Ratio.

Criteria/Measure	Definition	2013/14 (3 Yr Ave) \$'000	2014/15 (3 Yr Ave) \$'000	2015/16 (3 Yr Ave) \$'000	2016/17 (3 Yr Ave) \$'000	2017/18 (3 Yr Ave) \$'000	2018/19 (3 Yr Ave) \$'000	2019/20 (3 Yr Ave) \$'000
Operating Performance Ratio	Net operating result from continuing operations (excluding capital grants and contributions) ⁽¹⁾							
	Revenue from continuing operations (excluding capital grants and contributions) ⁽²⁾	-1.00%	-0.77%	0.16%	0.36%	0.05%	0.04%	0.02%
Own Source Revenue Ratio	Revenue from continuing operations (excluding all grants and contributions) ⁽²⁾							
	Revenue from continuing operations (including all grants and contributions) ⁽²⁾	87.97%	87.44%	87.29%	88.54%	91.98%	92.59%	93.13%
Building & Infrastructure Renewal Ratio	Asset Renewals (buildings and infrastructure) Depreciation, amortisation and impairment (buildings and infrastructure)	75.50%	135.90%	175.59%	224.56%	173.76%	137.49%	100.60%
	Estimated cost to bring assets to satisfactory condition	4.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Backlog Ratio	Total Written Down Value of infrastructure, buildings, other structures and depreciable land improvement assets							
	Actual asset maintenance Required asset maintenance	76.67%	89.69%	101.16%	99.82%	101.52%	102.05%	103.04%
Debt Service Ratio	Cost of debt service (interest expense and principal repayments)							
	Revenue from continuing operations (excluding capital grants and contributions) ⁽²⁾	0.00%	0.14%	0.40%	0.72%	0.89%	0.93%	0.90%
Real Operating Expenditure Ratio	Operating Expenditure ⁽³⁾	\$1,242.87	\$1,257.62	\$1,272.70	\$1,302.83	\$1,330.45	\$1,366.98	\$1,415.23
	Population ⁽⁴⁾							

⁽¹⁾ Excludes net gains/losses from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

⁽²⁾ Excludes net gains from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

⁽³⁾ Excludes net losses from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments and deflated by LGCI or CPI

⁽⁴⁾ 2013 ABS Regional Population Growth, Australia for 2013/14 with assumed annual increase of 0.68% for subsequent years (source: .id)

⁽⁵⁾ Ratios are adversely affected by 3 year average. As a stand alone year, North Sydney satisfies both the Operating Performance Ratio and the Asset Maintenance Ratio

Sources:

2013/14 financial data - 2013 Financial Statements

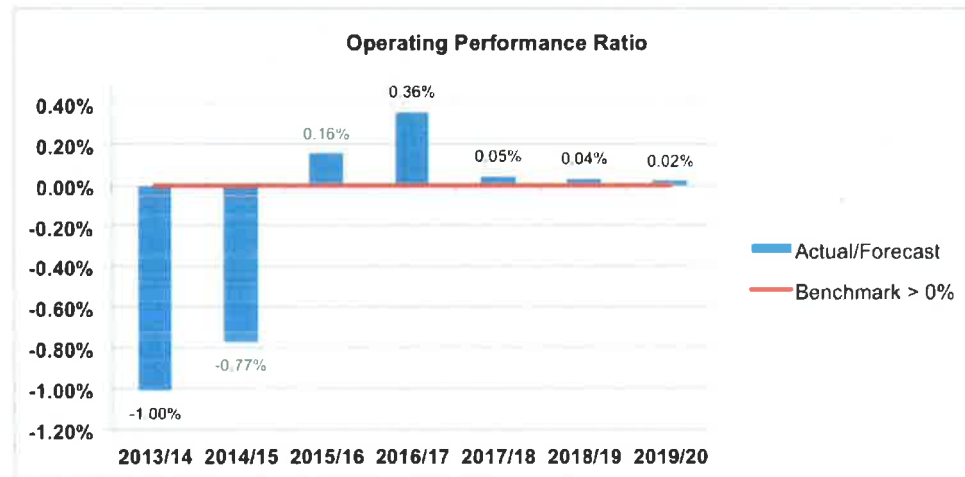
2014/15 to 2019/20 financial data - Long Term Financial Plan (amended)

Assumptions:

- A less conservative approach is adopted when forecasting income from fees and charges and other revenue (additional annual revenue of \$1.3M to \$1.8M is achievable).
- A Special Rate Variation of 4% (in addition to the 3% rate cap allowed for in the current Long Term Financial Plan) is granted in 2019/20, generating approximately \$1.8M in revenue from rates and annual charges.
- A reduction in roads depreciation expense due to the reassessment of the useful economic life of that category of assets.
- An increase in buildings and infrastructure capital renewal of \$9M in 2019/20 to meet the benchmark for the Buildings & Infrastructure Renewal Ratio on average over 3 years.

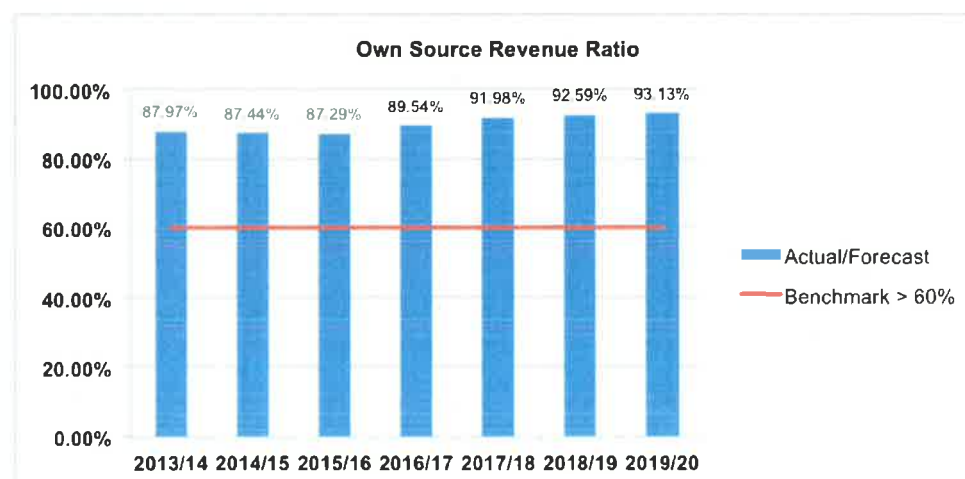
All benchmarks are forecast to be met (based on a rolling 3 year average) with the exception of Real Operating Expenditure reductions, Operating Performance in 2014/15 and Asset Maintenance in 2014/15. Meeting this benchmark for Real Operating Expenditure would require reductions in operating expenditure of \$32M over the 5 years from 2015/16 to 2019/20.

Operating Performance Ratio



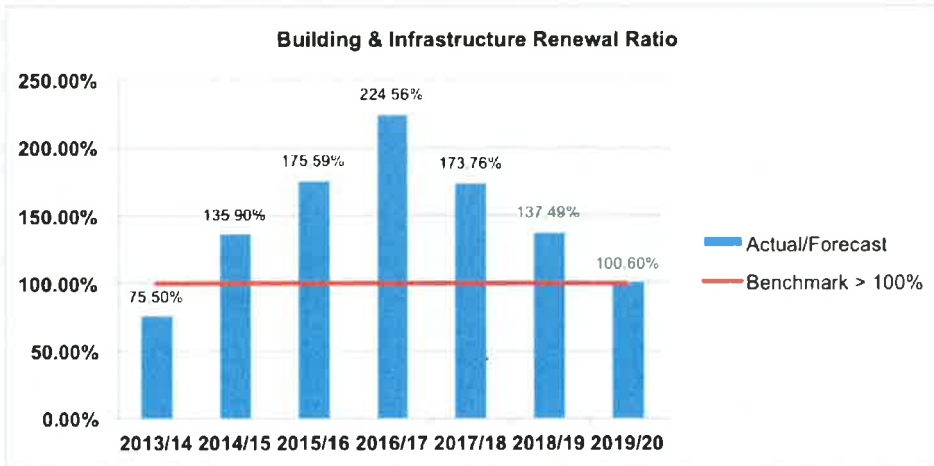
Ratio will be met in 2015/16 and subsequent years.

Own Source Revenue Ratio



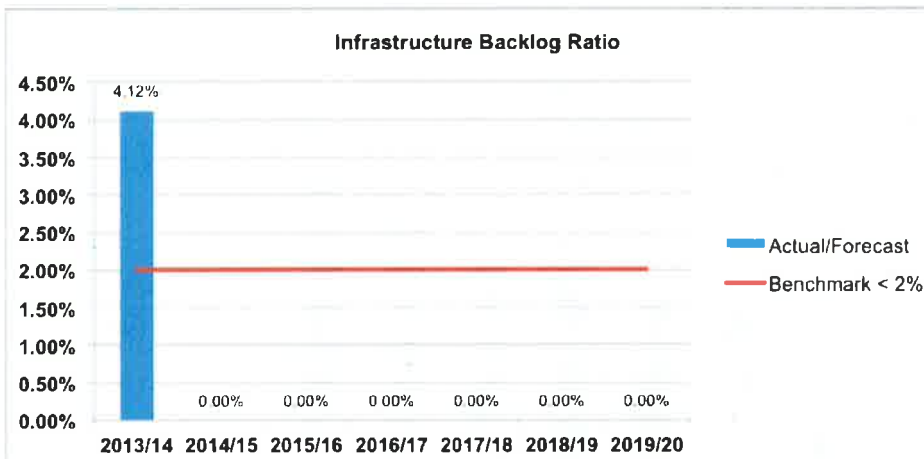
Ratio met in all years

Building & Infrastructure Renewal Ratio



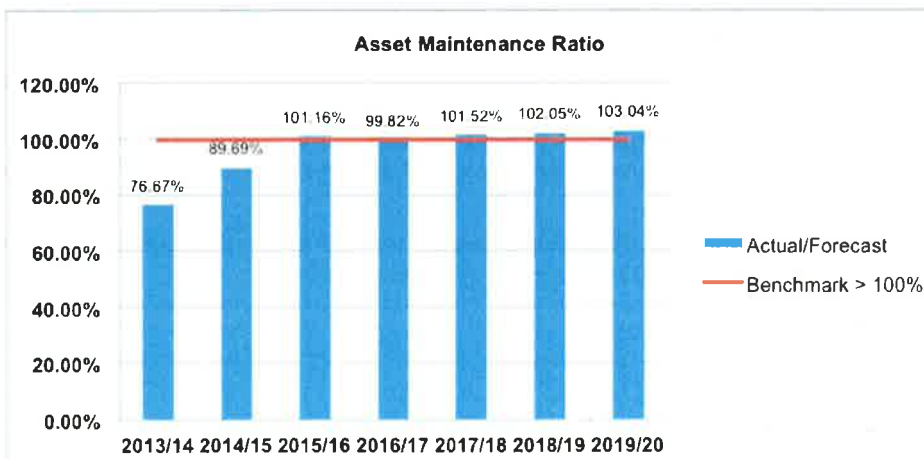
Ratio will be met in all years

Infrastructure Backlog Ratio



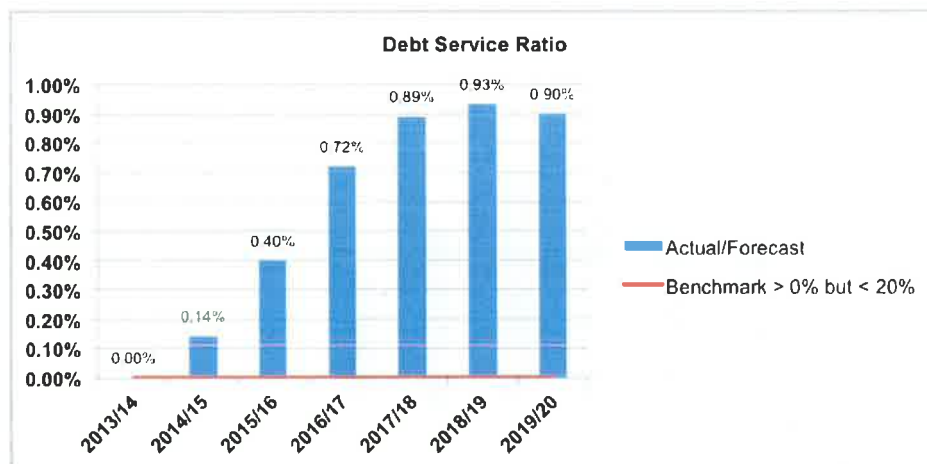
Ratio will be met in all years

Asset Maintenance Ratio



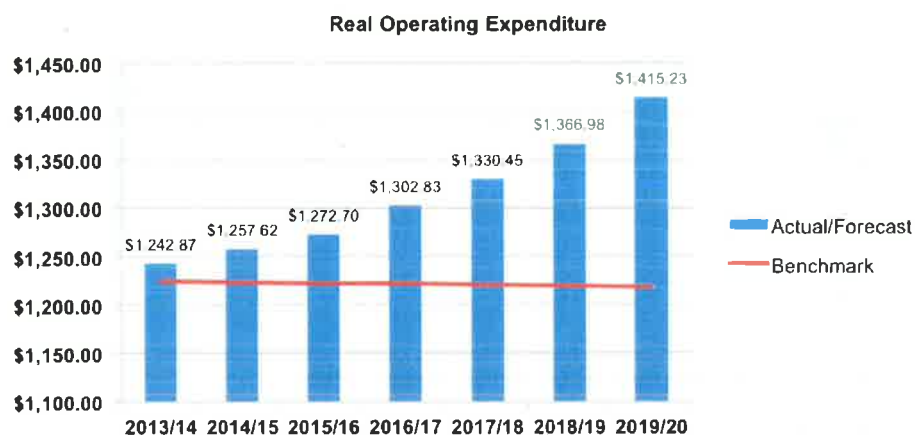
Ratio will be met in all years from 2015/16.

Debt Service Ratio



Ratio will be met in all years

Real Operating Expenditure



Ratio will not be met. Meeting this benchmark for Real Operating Expenditure would require reductions in operating expenditure of \$32M over the 5 years from 2015/16 to 2019/20. Council is not prepared to reduce the service levels to the Community.

Conclusion

North Sydney Council has once again welcomed the opportunity to engage with its community and has been heartened and humbled by their overwhelming support of Council remaining as a stand alone entity.

We ask that IPART endorse Council's submission, and concur with the North Sydney Community to ensure that NSC remains as an independent stand alone council.

9.11 Financial Source Data

Criteria/Measure	Definition	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Operating Performance Ratio	Net operating result from continuing operations	217	-2,268	-2,776	-2,776	-2,776	-2,776	-2,776	-2,776	-2,776	-2,776
	Revenue from continuing operations (excluding capital grants and contributions) ¹	82,143	84,043	83,050	83,050	83,050	83,050	83,050	83,050	83,050	83,050
Own Source Revenue Ratio	Revenue from continuing operations (excluding revenue from continuing operations (excluding capital grants and contributions) ¹)	27,482	80,207	91,676	84,593	85,055	88,333	91,676	91,676	91,676	91,676
Building & Infrastructure Renewal Ratio	Asset Renewal (buildings and infrastructure) ²	5,510	6,922	12,302	106,083	12,302	106,083	12,302	106,083	12,302	106,083
Infrastructure Backlog Ratio	Estimated cost to bring assets to satisfactory condition ³	10,107	10,607	11,310	11,310	11,310	11,310	11,310	11,310	11,310	11,310
Asset Maintenance Ratio	Actual asset maintenance ⁴	7,392	14,262	14,262	14,262	14,262	14,262	14,262	14,262	14,262	14,262
Debt Service Ratio	Cost of debt service (interest expense and principal repayments) ⁵	0	0	0	0	0	0	0	0	0	0
Real Operating Expenditure Ratio	Revenue from continuing operations (excluding capital grants and contributions) ⁶	82,143	84,043	83,050	83,050	83,050	83,050	83,050	83,050	83,050	83,050

¹ Excludes net gains/losses from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

² Excludes net gains from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

³ Excludes net gains from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

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⁴¹ Excludes net gains from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

⁴² Excludes net gains from disposal of assets, net share of interests in joint ventures and associated entities and fair value adjustments

Sources:

2013/14 financial data - 2013 Financial Statements

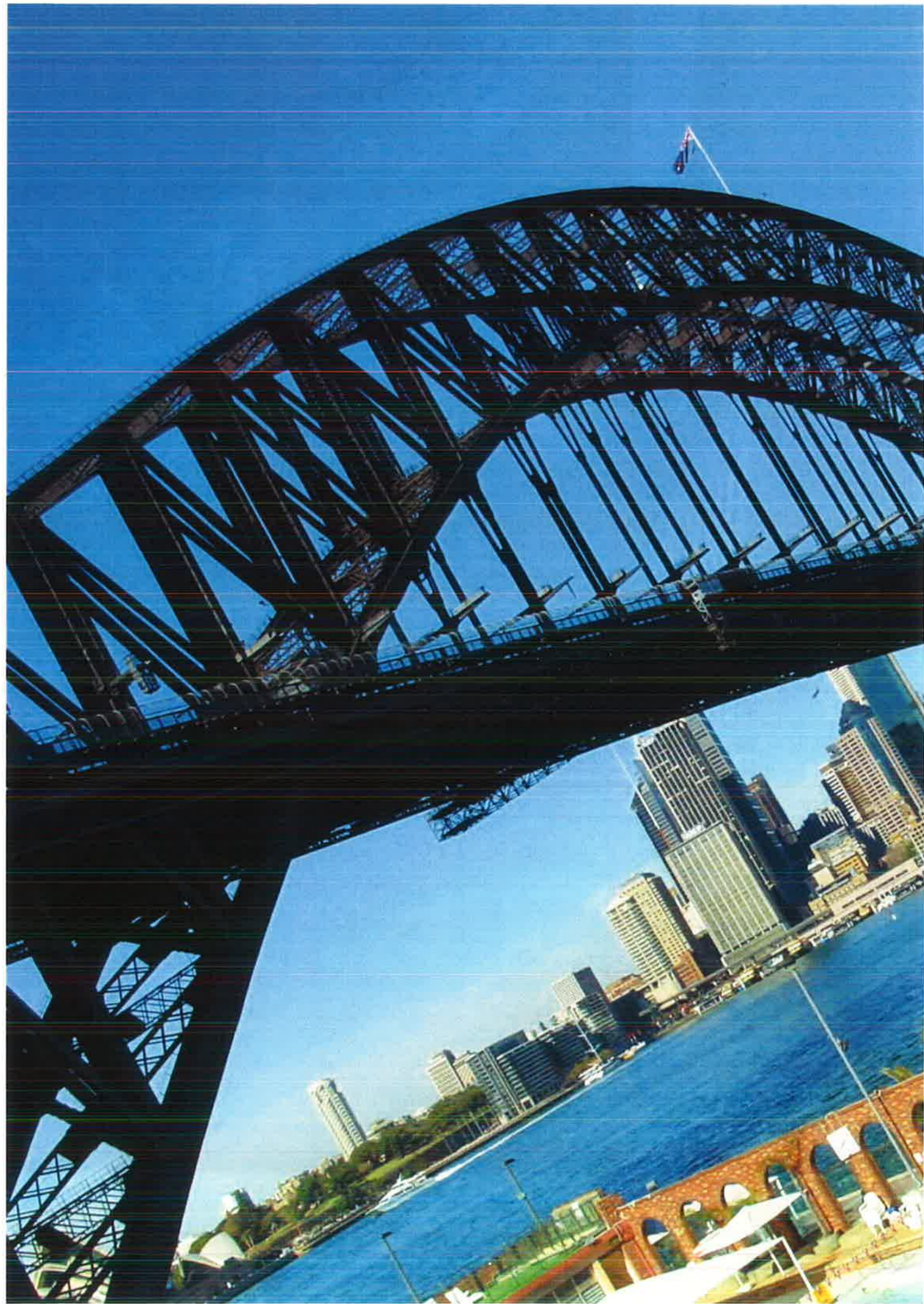
2014/15 to 2019/20 financial data - Long Term Financial Plan (2014-2019)

2020/21 financial data - 2020/21 Financial Statements



North Sydney Community Strategic Plan 2013-2023

progressive *vibrant* diverse
ASPIRATIONS OF THE PEOPLE OF NORTH SYDNEY



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MAYOR'S MESSAGE

The North Sydney Community Strategic Plan reflects our community's aspirations for the future. Our shared vision is to shape a North Sydney that is progressive, diverse and vibrant.

The development of this plan was a collaborative process involving hundreds of residents, business people, students and government and community agencies. Through this process we were able to identify our strengths as a dynamic and connected community, as well as issues that concern us.

In developing the plan we re-visited the challenges and priorities that had been identified in 2009. This plan affirms the directions that remain relevant, but also focuses on emerging priorities within our community. These new priorities include revitalising the North Sydney CBD and repositioning it from a purely commercial centre to a place for both business and entertainment.

This plan also recognises our community's desire for Council to maximise parking and improve the way it is managed, to expand community engagement to ensure we are hearing from all

stakeholders and to increase the number and range of community and cultural events we provide.

Council continues to be committed to sustainability principles and these underpin the plan. The plan is founded on the principles of social justice, ecologically sustainable development and a quadruple bottom line which ensures that environmental, social, economic and civic leadership considerations are part of every decision.

The plan also acknowledges North Sydney's rich history and heritage, including the traditional custodians of this area, the Guringai Tribe and Cammeraygal Clan who are part of the oldest surviving continuous culture in the world.



While Council is the key driver of this plan, the responsibility for implementing and resourcing it is shared by the whole community. As a Council, we will work hard to deliver on the strategies which are our responsibility. We will listen to our community. We will aim for first class civic leadership and we will work in partnership with other sectors to deliver services that respond to community needs.

Cr Jilly Gibson
MAYOR



The North Sydney Community Strategic Plan reflects the North Sydney community's aspirations for its future. While North Sydney Council is the custodian of this plan, implementing and resourcing it is a shared responsibility of the whole community.

The Community Strategic Plan provides a planning and action framework, which addresses four key questions:

- Where are we now?
- Where do we want to be in 10 years time?
- How will get there?
- How will we know we've arrived?

This is the fourth long term plan that Council has developed in consultation with its community. To ensure the plan reflects the aspirations and breadth of issues and priorities of the many different groups within our community, we consulted with a wide range of stakeholders to update the previous plan.

The Community Strategic Plan is part of Council's integrated planning, reporting and decision making framework, which recognises that communities

do not exist in isolation - they are part of a larger natural, social, economic and political environment that shapes their direction. Similarly, Council's land use, infrastructure planning, social, environmental and economic plans are also all interconnected, allowing us to plan holistically for the future.

For its part, Council has prepared a four-year Delivery Program which details how it will respond to the strategies for which it is responsible. The Delivery Program is a statement of commitment. The Council is accounting for its stewardship of the community's long term directions and outcomes; by outlining what it intends to do towards achieving these during its term of office and what its priorities are.

The accompanying Resourcing Strategy focuses on the long term financial, workforce and asset management planning implications, for which Council is responsible, as identified in both the Community Strategic Plan and Delivery Program.

The draft Community Strategic Plan was placed on public exhibition in May 2013. The

final plan, was formally adopted by Council in June 2013 best reflects the aspirations and needs of the North Sydney community.

Penny Holloway
GENERAL MANAGER



INTRODUCTION

VISION STATEMENT

Shaping a progressive, diverse and vibrant North Sydney community.

ABOUT THE PLAN

The North Sydney Community Strategic Plan is designed to respond to community agreed priorities for the decade 2013 to 2023. The priorities and strategies will help manage inevitable change while protecting what the community values most.

The priorities were identified through a community engagement program, over 1,200 community members helped update the Community Strategic Plan. This document builds upon the previous version adopted in 2009. It has been renewed to ensure that its directions remain reflective of the aspirations of the wider North Sydney community.

The plan has been prepared by North Sydney Council in partnership with local residents, our business community, other levels of government, educational institutions and non-government community and cultural organisations.

The first half of the document explains how the community's priorities were determined for the future of North Sydney. The second half sets out the community's response to the priorities, this section is structured around five interlinked yet interdependent

'Key Directions' which are not listed in any order of importance:

Direction 1:
Our Living Environment

Direction 2:
Our Built Environment

Direction 3:
Our Economic Vitality

Direction 4:
Our Social Vitality

Direction 5:
Our Civic Leadership

Council has developed an integrated planning, reporting and decision making framework as demonstrated in the following diagram that aligns planning, implementing, reviewing and reporting to the Community Strategic Plan.

The Community Strategic Plan is Council's most important strategic document. Council will use the plan to guide and inform its decision making and planning for the next ten years.

Council is the key driver of the plan, but its implementation is also 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.

The plan is deliberately broad in scope. Specific items, services or activities of Council are not contained in the plan, but rather are outlined in Council's accompanying four-year Delivery Program. The strategic outcomes cascade into measurable actions at all levels of the organisation. Council has also prepared a Resourcing Strategy that focuses on long term financial planning, asset management planning and workforce planning, to translate the strategic objectives of the Community Strategic Plan into actions.



THIS BRIEF SNAPSHOT ALLUDES TO SOME OF THE STRATEGIC FACTORS THAT WILL INFLUENCE NORTH SYDNEY OVER THE NEXT 10 YEARS.

OVERVIEW

The North Sydney local government area is located in Sydney's inner northern suburbs, about 3km from the Sydney GPO and covers ten square kilometres. It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller suburban centres, residential areas and parks and open spaces.

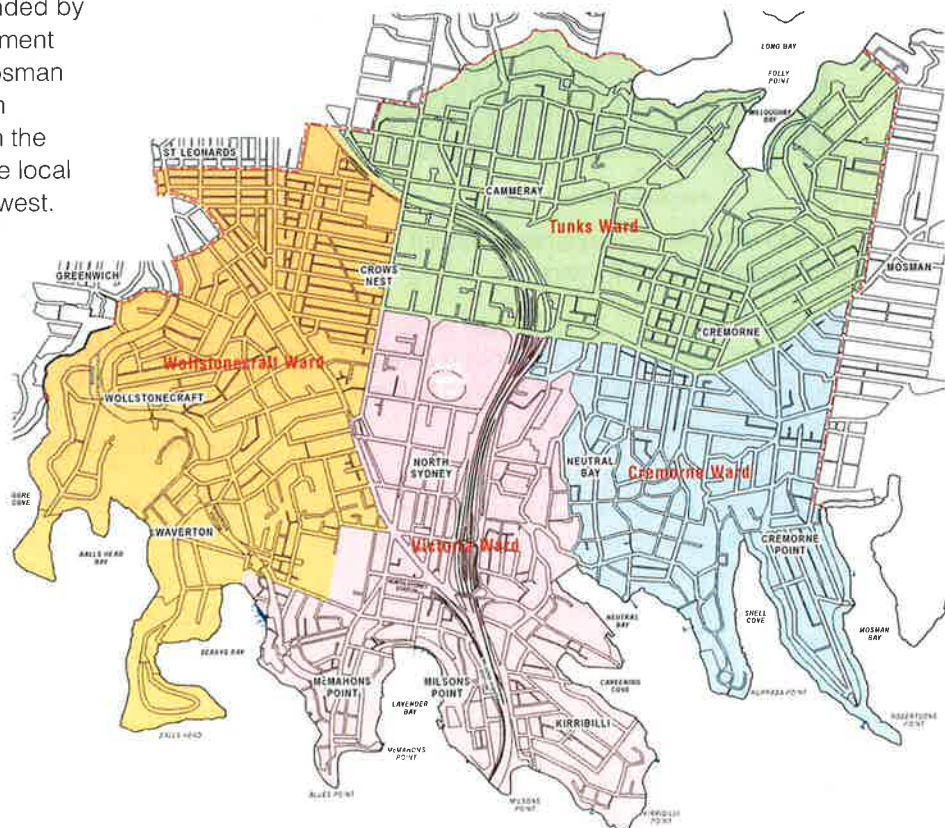
The local government area includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahon's Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby local government area in the north, the Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

Major features include the commercial and retail areas, St Leonards Park and North Sydney Oval, HMAS Waterhen and HMAS Platypus, Mary MacKillop Place, Admiralty and Kirribilli Houses, and a high proportion of academic facilities including TAFE Colleges, a campus of the Australian Catholic University and a number of secondary and primary schools. North Sydney is served by the Bradfield Highway, the Pacific Highway, the Warringah Freeway and the North Shore railway line with stations at Milsons Point, North Sydney, Waverton and Wollstonecraft.

Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional custodians of this area. It is important to recognise the Aboriginal spiritual, social and cultural connections to North Sydney's land and waters.

KEY STATISTICS

Population	67,033
Land area	1,049 hectares (10km ²)
Population density	55.98 persons per hectare



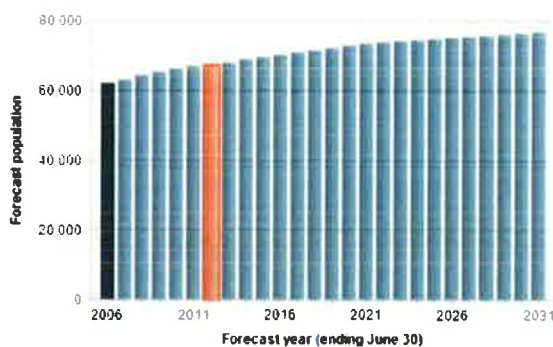
NORTH SYDNEY PROFILE

DEMOGRAPHIC PROFILE

Understanding North Sydney's demography is useful to planning for the future of North Sydney. The main features of the demographic profile on North Sydney are:

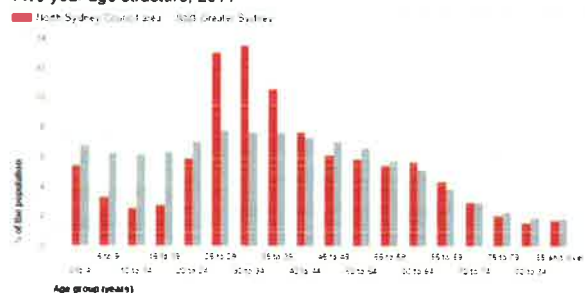
- The estimated resident population in 2011 was 67,033 people. The forecast population for 2012 was 67,150 people.
- The North Sydney population is expected to increase to 76,861 people by 2031 - an additional 9,711 people (14.46%) or an average of 0.71% per annum change during this period.

Forecast population, North Sydney



- Almost half of North Sydney's residents are aged between 25 and 49 years.
- The largest age group is 30 to 34 year olds (13.5%). North Sydney has a larger percentage of 25 to 34 year olds (26.6%) compared to the Greater Sydney average (15.4%).
- North Sydney has a lower proportion (11.1%) of people in the younger age groups (under 15) and a similar proportion (12.5%) of people in the older age groups (65+) compared with 19.2% and 12.8% respectively for Greater Sydney.

Five year age structure, 2011

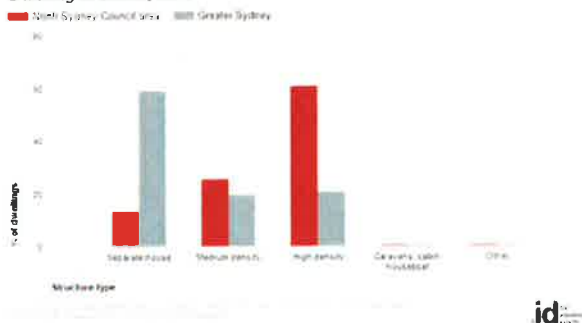


id

- North Sydney is a relatively affluent community with above average incomes. Overall 50.9% of households earn \$2,500 or more per week, whilst 11% are low income households, earning less than \$600 per week.
- Overall, 61.8% of the population hold tertiary qualifications compared with 40.5% for the Sydney average.
- Overall, 36.4% of the population was born overseas, compared with 34.2% for Greater Sydney; 20.8% are from a non-English speaking background, compared with 34.2% and 26.3% respectively for the Sydney average.
- The largest non-English speaking country of birth in North Sydney was China, where 2.2% of the population, or 1,382 people, were born.
- The dominant language spoken at home, other than English, in North Sydney was Cantonese, with 2.7% of the population or 1,662 people speaking this language at home.
- 1,269 who speak another language report difficulty with speaking English.
- In 2011 the North Sydney population was living in 34,954 dwellings with an average household size of 2.0 people. Dwelling density is higher in North Sydney than in other parts of Sydney with

25.7% residing in medium density dwellings (semi-detached, row, terrace, townhouses and villa units) compared with 19.7% for the Sydney average; while 60.8% live in high density dwellings (flats and apartments) compared with 20.7% for the Sydney average.

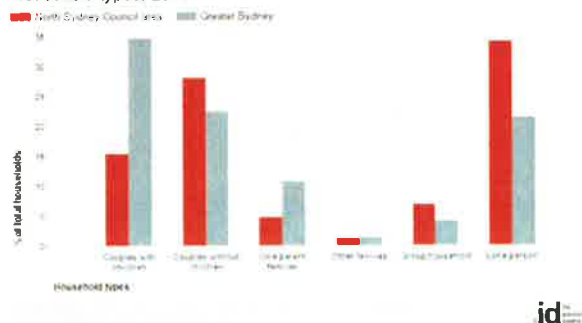
Dwelling structure, 2011



- North Sydney has a low proportion of households with children (15.4%), compared to the Greater Sydney average (34.8%) with 87.2% of the population being over 18 years.

- Family households accounted for 49.7% of total households in North Sydney while lone person households comprised 34.1% of total households compared with 69.6% and 21.5% respectively for Greater Sydney.

Household types, 2011



- The population is highly mobile. 46.5% of all residents rent compared with 30.4% in Greater Sydney. The establishment of the North Sydney area as a major commercial, employment and entertainment centre has attracted a youthful, transient population. The area has a high proportion of rental dwellings, with the proportion of households renting privately double that of Greater Sydney.

- By 2031 North Sydney is required by the State Government to provide an additional 5,500 dwellings as outlined in the 2007 Draft Inner North Subregional Strategy.¹

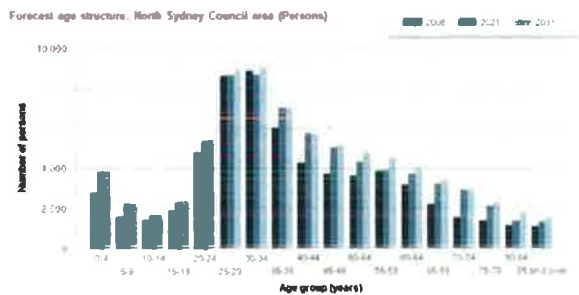
- Over 50,000 people travel daily to North Sydney for work and study. The State Government's employment capacity target for North Sydney is 15,000 by 2031 as outlined in the 2007 Draft Inner North Subregional Strategy. Of our 15,000 students attending schools and tertiary institutions in North Sydney, only one in five live in the local government area.

It is forecast in 2021:

- The most populous forecast age group will be 25-29 year olds, with 8,712 persons.
- The age group with the largest proportional increase (relative to its population size) will be 70-74 year olds, who are forecast to increase by 92.2% to 2,912 persons.
- The number of people aged under 15 is forecast to increase by 1,894 (33.0%), representing a rise in the proportion of the population to 10.4%. The number of people aged over 65 is expected to increase by 3,649 (50.6%), and represent 14.8% of the population by 2021.

¹ The State Government's Draft Metropolitan Strategy was on exhibition at the time this plan was prepared. New Sub-regional Strategies will be prepared following finalisation of the Metropolitan Strategy, at which time these targets may be revised.

NORTH SYDNEY PROFILE



- The largest increase in household type between 2006 and 2021 is forecast to be in group households, which will increase by 601 households, comprising 7.8% of all households, compared to 7.2% in 2006.
- In contrast lone person households are forecast to increase by 1,448 households, to comprise 38.2% of all households in 2021, compared to 39.7% in 2006.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2001 and 2011; and .id, the population experts 2012

For more information about North Sydney's demographic characteristics, refer to the demographic profile, at www.northsydney.nsw.gov.au

“I work here currently and have lived here for 15 years - love the place!”

COMMUNITY MEMBER, VISION POSTCARD

WE, THE COUNCILLORS OF NORTH SYDNEY COUNCIL (2012-2016) SHARE THE OUTCOMES AND STRATEGIES IN THIS PLAN AND WILL WORK TOGETHER TO ACHIEVE THEM DURING OUR TERM OF OFFICE.



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The beautiful North Sydney Olympic Pool is one of the great treasures of North Sydney



COMMUNITY MEMBER, VISION POSTCARD



With an aging population it will be important to provide in North Sydney facilities where older people can get out and socially engage with others and get exercise.

COMMUNITY MEMBER, VISION POSTCARD



Promote North Sydney CBD as a place everyone wants to be, to live, to work and meet each other

COMMUNITY MEMBER, VISION POSTCARD



MISSION

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

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

CHARTER

In addition to the Council's Charter under Section 8 of the Local Government Act 1993, Council has adopted its own charter:

- We will leave to future generations a better environment than we inherited. Sustainability will be a call to action across our community. In partnership with our community, we will ensure that responsible stewardship of the local environment is a guiding principle in all our activities. We will develop new local parks and sporting facilities, broaden the use of our existing open space and recreation resources and improve how we care for and manage them. We will work with other organisations, locally and regionally, to realise these ends. The importance of providing opportunities for community health and wellbeing will be central to all of our open space and recreation planning.
- We will work with our community to create a built environment that is well designed, welcoming, safe, accessible and beautiful and which truly reflects our local heritage. We will protect the character of our urban environment whilst managing growth. We ensure that North Sydney's networks of roads, footpaths, seawalls and other local infrastructure is maintained to a standard that meets our community's expectations. Funding for major new infrastructure will be spread over the life of the asset. We will bring together other levels of government in sharing responsibility for our local infrastructure. We will make North Sydney pedestrian and bike friendly. The use of public transport and other alternatives to the private car will be encouraged through the improvement and expansion of sustainable transport options and the encouragement of car sharing options.
- We will preserve the economic vitality of the North Sydney Central Business District and unique commercial centres. From a strong commercial heart, our CBD will host a thriving business community, provide diverse social and cultural activities and work in harmony with surrounding residential areas and other commercial centres nearby. The CBD will be internationally recognised as a place for innovation, excellence and Ecologically Sustainable Development. Our commercial centres will remain economically viable, healthy and attractive. Our neighbourhoods will be strengthened so that there are village centres with shops and places to meet within walking distance of residential areas.
- We will strengthen bonds in our community and give more recognition and support to our social and cultural diversity. A safer environment for people who live in and visit North Sydney will be created, and we will promote a sense of community responsibility for our collective wellbeing. We will ensure 'universal access' to our community services and facilities through continuous needs analysis and planning. We will pursue investment opportunities to enhance community assets under Council's care in the interests of quality of life, amenity and public safety. We will always regard our role in delivering services to the community as vital. We will work in partnership with other levels of government in planning and providing services. Central to our focus will be the needs of youth, families and older people as well as those with special needs.
- We will continue our established tradition of good governance and we will be a leader in ethical, transparent and open government. We will be worthy of and receive the highest level of community confidence in our capacity to govern. We will adopt a sustainable approach to our financial planning, explore additional sources of income and minimise risks to our organisation. Achieving this will ensure that we are able to maintain a healthy and secure financial position whilst providing our community with a high level of service.

The underpinning ideals of the Community Strategic Plan are for North Sydney to become sustainable. This is not a new concern for North Sydney; we have worked actively for many years on sustainable initiatives. Now is the time to build on this principle and work towards protecting and enhancing the much loved assets of North Sydney.

This plan encourages the North Sydney community to aspire to a more sustainable future, to provide for a coordinated use of resources; to provide a long term focus for decisions, by ensuring Council is more accountable to the community, and by striving for intergenerational equity - ensuring the community of the future does not have to pay for mistakes of the past.

QUADRUPLE BOTTOM LINE

The plan adequately addresses environmental, social, economic and 'civic leadership' (governance) considerations, ensuring that community priorities are addressed in a balanced and holistic manner.

Council, as an organisation, has applied a quadruple bottom line (QBL) approach to its own planning, reporting and decision making. Council acknowledges that its decisions and actions have an impact on the quality of life of both present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing, while maintaining or enhancing those aspects the community most values in the ecological, social, cultural and economic environments.



ENVIRONMENTAL QUALITY

The natural environment of North Sydney, with its harbour, waterways, precious open space and remnant bushland is one of the main reasons people live here or visit.

Despite being only 10km² in area, North Sydney has a wide range of recreation opportunities, including seven parks with multiple sports fields, 188 areas zoned for public open space ranging from large parklands such as Primrose Park in Cammeray, to pocket parks and smaller garden areas including Wendy Whiteley's Secret Garden at Lavender Bay; as well as distinctive reserves and foreshore parks fronting Sydney and Middle Harbours; making up approximately 15-20% open space.

Of regional significance is the heritage Coal Loader site located on Sydney harbour foreshore. The

SUSTAINABILITY PRINCIPLES

2.8ha of open space includes a community nursery and garden plots and is well placed as a base for exploration of adjacent regional parklands including Balls Head Reserve, the former BP oil storage depot, Gadyan Aboriginal heritage track and other key regional walking track routes.

The community has indicated that it is important that we preserve and enhance the natural environment, not just for its own sake but for the contribution that it makes to the wellbeing of the community. This includes conserving native flora and fauna as well as Aboriginal sites; creating cleaner, healthier waterways; reducing waste and improving recycling; reducing greenhouse gas emissions; reducing water consumption, improving water quality and reduction of the volume of stormwater run off from urban areas, minimising our impact on climate change; promoting sustainable transport options; innovative land use and urban design; as well as enhancing our open space.

Council will continue to play a leadership role in reducing its own energy and water usage while encouraging the local community to do the same. Council will deliver services and activities, improve overall physical amenity, while protecting and enhancing its natural assets as well as considering the social, economic and governance implications of its decisions.

SOCIAL EQUITY

While the protection of our natural environment and economic prosperity tend to be high priorities, there is growing recognition that community wellbeing is also dependent on our social connections and sense of community.

North Sydney is well known for its high quality residential character, tree lined streets and range of housing stock. North Sydney enjoys a range of single dwellings, apartments and units to accommodate various lifestyles and life stages. Equally important to our residential community,

is our commuter and business community. Over 50,000 people travel daily to North Sydney for work and study. There are a high proportion of education facilities, with one in five of the 15,000 students attending our educational institutions living in the local government area.

There is a wide range of opportunities for recreation in North Sydney, from organised sports activities through to walking and swimming at our Olympic Pool or harbour pools, to forms of passive recreation or enjoying a range of shops, cafes and restaurants.

With iconic Luna Park and the Sydney Harbour Bridge, North Sydney is also a popular tourist destination and attracts large numbers of holiday makers and backpackers during event and festival periods.

The community has identified that 'social sustainability' is a collective responsibility. All stakeholders share responsibility for the community to feel safe, be healthy and active and to promote its unique cultural diversity, local history and heritage. The community at large is also responsible for encouraging a learning culture through access to education and training, fostering strong support networks and community organisations; and promoting a sense of belonging.

Council will work with key stakeholders to continue to ensure that local services, facilities and amenities are accessible to the widest extent and that community participation is encouraged.

ECONOMIC PROSPERITY

Economic sustainability is about planning for a prosperous community through sound economic development and expenditure.

North Sydney is home to one of the largest business districts in Australia as well as several smaller vibrant commercial centres. There are more than 45,000 businesses operating from North Sydney,

ranging in size from large corporations to micro enterprises.

North Sydney businesses find it easy to attract and retain good staff, because they appreciate the friendly atmosphere of our commercial centres, the range of good dining and shopping, and the access to child care, schools and other facilities.

The community is concerned about global impacts on business confidence, housing affordability and household incomes. The community is also equally concerned that Council's finances are healthy and that expenditure reflects value for money.

GOOD GOVERNANCE

Everybody needs to play their part in strengthening local democracy and empowering communities to act not only in their own interests, but for the wider public good. All levels of government and the community need to work in partnership to achieve the community's vision.

Council as a community leader has a significant role to play in this but cannot do it alone. Civic leadership extends beyond the role of Council. It relates not only to the way that Council will interact with this plan, but also to the way that community members can be involved in delivering some of the plan's outcomes.

The North Sydney community has identified effective community participation and engagement; high level customer service and user satisfaction; and involvement and evidence-based decision making as their highest governance priorities. Council will work to continue to uphold its commitment to 'open government'. Council's integrated planning and reporting framework ensures the integration of sustainability into the future direction and planning for North Sydney. Council will use this plan as the foundation of its ongoing planning, reporting and decision making.



IDENTIFIED COMMUNITY PRIORITIES

Initially developed in 2004, the Community Strategic Plan was previously reviewed in 2009 following an extensive consultation process that included public forums, surveys, submissions and workshops. The review sought to refine the 2004 plan by identifying new priorities and issues to emerge between 2004 and 2009. Over 2,400 people, community groups and/or organisations participated in the 2009 review.

North Sydney's community stakeholders include:

- Residents/ratepayers including Precinct Committees
- Community groups/organisations including interest groups, support groups
- Hard to reach target groups e.g. young people, students
- Business community/developers/workers
- Government agencies
- Educational institutions
- Media
- Members of Parliament
- Neighbouring councils
- Visitors/tourists
- Councillors
- Council staff

Phase	Timing
1. Research and Scoping	Nov 2012–Feb 2013
2. Identify aspirations/expectations and draft desired outcomes	Feb–Apr 2013
3. Developing, allocating and costing strategies	Apr–May 2013
4. Final Community Strategic Plan preparation	May–Jun 2013

COMMUNITY ENGAGEMENT STRATEGY

In November 2012 Council adopted a Community Engagement Strategy outlining how it would engage community stakeholders in the review.

The plan was developed over a seven month period, with adoption by Council in June 2013. During this period, engagement activities were sequenced so that the final plan best reflects the aspirations and expectations of the North Sydney community and is adequately informed by social, environmental, economic and civic leadership issues.

A key message of the engagement process was that the revised plan should not dismiss the achievements to date of the previous plan, both in terms of past consultation and progress against the strategies; however the new plan must take into account current issues of significance affecting the community, such as the demographic changes taking place.

Opportunities to participate were promoted via Council's website, advertisements in the Mosman Daily and MX newspapers, North Sydney News (March edition), via Council's e-news subscriptions, Facebook and Twitter, via letters to business ratepayers, community groups, sporting groups/clubs, childcare centres, all local primary and high schools, as well as postcard distribution to commuters and active Precinct Committees. Information stands including copies of the Discussion Paper, postcards and children's artwork were displayed at Council's Customer Service Centre, Stanton Library, North Sydney Olympic Pool, Centre for Sustainability and Planet X Youth Centre.

A substantial amount of input from a wide range of community target groups was gathered through a multitude of engagement methods. Council heard from over 1,200 people, community groups

IDENTIFIED COMMUNITY PRIORITIES

and/or organisations and over 350 people are kept informed of the review's progress via an e-newsletter subscription.

In addition to the methods outlined in the table below, Council produced a Discussion Paper outlining the strategic challenges and issues facing long term North Sydney. The aim of the Discussion Paper was to stimulate thinking and discussion about key challenges and opportunities facing North Sydney in coming years; this was informed by the 2012 End of Term Report, a report from the outgoing term of Council regarding implementation of the previous plan. The 2012 End of Term Report is available from Council's website.

Engagement Method	No. Participants/ Responses
Students Forum	42
Business Forum	25
Telephone Survey	600
Parents Survey	236
Community Safety Survey	65
Reply paid postcard	139
Online feedback form	4
Information Session - 21 May	8
Children's artworks	154
Written Submissions	15
Total	1,288

Council also received feedback from a number of State Government agencies including Family and Community Services, Northern Sydney Local Health District and NSW Land and Housing Corporation (LAHC) indicating their support of the plan and/or becoming involved in implementation of the plan.

Every issue and priority raised by the community has been documented throughout the engagement process. An overview of the issues addressed within each Direction is listed in Appendix 2: Community Priorities Summary.

Whilst the majority of feedback was consistent with the previous plan and therefore reaffirmed the previous plan, a number of new and emerging priorities were identified and some issues have shifted priority. Note: the following are not listed in any priority order and represent high level themes, rather than specific actions. The Direction most related is acknowledged in brackets:

- better manage existing parking resources/ increase parking supply to meet demand (Direction 2)
- desire for increase mixed use development, both residents and commercial (Direction 2)
- need for improved/more cycleways/cycle facilities - relating both to pedestrian safety and sustainable transport (Direction 2)
- strong desire to revitalise the North Sydney CBD revitalisation (Direction 3)
- need to increase economic development focus and/or introduce a dedicated business support role at Council (Direction 3)
- need for increase business mix i.e. type (Direction 3)
- desire for increased trading hours (Direction 3)
- desire for small bars and after hours activities/ premises (Direction 3)
- strong desired for increase provision of community events, as well as the need for a strategic approach to event planning/ management (Directions 3 and 4)
- need for improved communication by Council (Direction 5)
- need for improved community engagement/ consultation by Council, especially relating to strategic land use planning (Direction 5)
- sustainability is an underlying theme across all priority areas (all Directions)

Note: the quotes and children's artwork used throughout the plan came from the community strategic plan engagement program.



Sophie, age 6



James, age 9, Willoughby



Mia, age 6

MY VISION FOR NORTH SYDNEY

When I grow up North Sydney will look like...



Kamal, age 6, Crows Nest

MY VISION FOR NORTH SYDNEY

When I grow up North Sydney will look like...



MY VISION FOR NORTH SYDNEY

When I grow up North Sydney will look like...



Michael, age 9, North Sydney

Yuki, age 6, Waverton

IDENTIFIED COMMUNITY PRIORITIES

DESIRED LEVELS OF SERVICE

Whilst Council isn't fully responsible for achieving the community's vision for North Sydney, it does provide the majority of services required of its residents, ratepayers, businesses, students, workers, commuters, visitors and community groups and organisations. A full list of services provided by Council is detailed within the Delivery Program.

Council delivers services through 27 departments/functions. Analysis and community consultation has shown that if Council is to meet the objectives and targets of the Community Strategic Plan, all services need to be maintained at their existing level and some services will require enhancement in service levels.

Ongoing reviews of service levels, in consultation with the community and having regard to their full service delivery costs are undertaken on a regular, planned and ad hoc basis to ensure that funding allocations are both justifiable and sustainable. This includes periodic reviews of Council's Service Level Agreements to ensure that current service levels meet community need and expectation. These reviews complement Council's periodic Customer Satisfaction Survey.

Independent community-wide surveys are undertaken on a periodic basis to measure the community's satisfaction with Council services and to obtain information on the importance of those services to the community. This assists with the prioritisation of funding of Council activities. Customer Satisfaction Surveys were conducted in 2002, 2004, 2006, 2009, 2010 and the latest survey was undertaken in March 2013. The randomly selected survey sample consists of 400 residents (both owners and renters) and 200 businesses.

RELATIVE IMPORTANCE OF SERVICES

In 2003 the top four key service areas of relative importance for residents and businesses were²:

Ranking	Residents	Business
1	maintaining roads and footpaths	maintaining roads and footpaths
2	maintaining parks, ovals and bushland areas	keeping local roads and footpaths clean
3	keeping local roads and footpaths clean	maintaining parks, ovals and bushland areas
4	improving services offered at community centres ³	improving the overall management of parking

SATISFACTION WITH SERVICES

For residents, satisfaction was highest with the following four service areas:

- feeling safe in North Sydney (86%)
- waste and recycling collection services (84%)
- maintenance of parks, ovals and bushland areas (83%)
- cleanliness of local roads and footpaths (79%)

While for residents, dissatisfaction was highest with the following four service areas:

- pedestrian and cycle paths (30%)
- maintenance of roads and footpaths (30%)
- overall management of parking, restrictions, residents parking (26%)
- policing of parking (24%)

² Three of the top four key areas of relative importance are the same for both residents and businesses; this was the same in 2010.

³ Council does not provide direct service delivery from its community centres.

IDENTIFIED COMMUNITY PRIORITIES

For businesses, satisfaction was highest with the following four service areas:

- appearance of commercial streetscapes (82%)
- maintenance of parks, ovals and bushland areas (82%)
- appearance of public spaces in the North Sydney CBD (80%)
- maintenance of commercial areas (78%)

While for businesses dissatisfaction was highest with the following four service areas:

- overall management of parking (restrictions, pricing etc.) (46%)
- maintenance of roads and footpaths (30%)
- policing of parking (29%)
- traffic management with the use of speed humps, chicanes etc. (25%)

The following table indexes residents' relevant importance for funding against satisfaction:

Lower Importance - Higher Satisfaction - Lower priority issues <ul style="list-style-type: none"> • Stanton Library* • Waste collection services 	Higher Importance - Higher Satisfaction - Issues requiring no additional attention <ul style="list-style-type: none"> • Maintaining parks, ovals and bushland areas
Lower Importance - Lower Satisfaction - Issues needing some attention <ul style="list-style-type: none"> • North Sydney Olympic Pool* • Customer service/ information by Council staff • Malls and plazas in commercial areas • Policing of parking 	Higher Importance - Lower Satisfaction - Critical issues for attention <ul style="list-style-type: none"> • Community services at community centres* • Cleanliness local roads and footpaths • Childrens services* • Maintaining roads and footpaths • Improving overall management of parking

* satisfaction amongst users

The following table indexes business' relevant importance for funding against satisfaction:

Lower Importance - Higher Satisfaction - Lower priority issues <ul style="list-style-type: none"> • Appearance of commercial streetscapes • Managing commercial areas • Managing traffic on roads • Customer Service/ Information by Council staff 	Higher Importance - Higher Satisfaction - Issues requiring no additional attention <ul style="list-style-type: none"> • Maintaining parks, ovals and bushland areas • Cleanliness local roads and footpaths • Maintenance local roads and footpaths • Managing development in the area
Lower Importance - Lower Satisfaction - Issues needing some attention <ul style="list-style-type: none"> • Policing of parking 	Higher Importance - Lower Satisfaction - Critical issues for attention <ul style="list-style-type: none"> • Maintaining roads and footpaths • Managing traffic on roads • Overall management of parking • Parks, ovals and bushland areas

Increased on-site parking to reduce the demand for street parking.

COMMUNITY MEMBER, VISION POSTCARD

IDENTIFIED COMMUNITY PRIORITIES



“My vision is there will be more and larger open spaces, particularly green space, to improve the amenity of residents, visitors and workers”

COMMUNITY MEMBER, VISION POSTCARD

This section highlights the key issues and challenges facing North Sydney.

While we, the community, have varying degrees of influence on these matters they inform our future planning, reporting and decision making.

GROWING AND CHANGING POPULATION

As indicated on pages 8-10, North Sydney, with a current population of 67,033 people, is expected to increase to over 76,861 people by 2031. In North Sydney the number of people aged over 65 is expected to increase by 50.6%, and represent 14.8% of the population by 2031. It is forecast that the most populous age group will be 30-34 year olds.

The major driver of population change in the North Sydney local government area is the continued attractiveness of the area for young adults seeking inner city accommodation close to employment and entertainment. Also, the addition of large numbers of new dwellings, particularly in St Leonards, will result in population growth in the local government area. Our challenge is to meet the increasing pressure of a growing population and offer appropriately targeted support services, and medium density retirement and care accommodation to ensure that we adjust to the community's needs.

GREATER PRESSURE ON NATURAL RESOURCES

There are many natural and human challenges that confront North Sydney and the region including the increasing demand

for resources and diminishing capacity to send waste to landfill sites and potential impact of changes to our climate.

Our challenge is to collaborate with all our partners to address the way we use resources especially water and energy and the predicted long term effects of climate change such as extreme heatwaves and intense rainfall events. This challenge will be addressed through strategies to achieve Direction 1: Our Living Environment on pages 27-32.

AGEING INFRASTRUCTURE

Most of the infrastructure in North Sydney was built in the early to mid twentieth century. Many types of infrastructure, including roads, footpaths, drains and public buildings, are therefore coming to the end of their useful life and will soon need to be renewed or replaced.

The expected population growth means that the extent of infrastructure available in the local government area will need to be increased. There is also a need to match community expectations and needs, current and future, with what our resources, existing and future, can realistically sustain.

Our challenge is to share the planning for critical infrastructure with various State Government agencies and private developers.

KEY CHALLENGES AND ISSUES

This will ensure that Council can continue to meet the needs of existing residents and maintain and upgrade existing infrastructure. This challenge will be addressed through strategies to achieve Direction 2: Our Built Environment on pages 33-40.

MOVING IN AND AROUND NORTH SYDNEY

Compared to many parts of Sydney, North Sydney is well serviced by public transport. Nevertheless due to North Sydney's position within metropolitan Sydney's transport network, there are still many private motor vehicles travelling within and through North Sydney, leading to traffic congestion and impacting on pedestrian accessibility and amenity. There is also a high demand for on-street parking particularly within the commercial centres.

Our challenge is to advocate for improved roads and public transport provision, encourage greater use of public transport and walking or cycling as alternatives to car use and balance the demand and supply for parking. This challenge will be addressed through strategies to achieve Direction 2: Our Built Environment on pages 33-40.

REMAINING COMPETITIVE AND CREATING A STRONGER ECONOMY

North Sydney CBD and St Leonards are identified as strategic employment centres in the NSW Government's Metropolitan Strategy. The North Sydney CBD is part of Global Sydney and the most prominent business and employment centre in North Sydney. There are over 16,000 businesses operating and around 65,000 people working in North Sydney. Employment capacity targets of 60,000 jobs by 2031 including 11,000 new jobs have been set for it as a major employment centre. North Sydney is the sixth largest office market in Australia.

St Leonards on the fringe of the local government area, has evolved as a specialised centre due to the regional scale education and medical clusters located within the centre. There are also unique opportunities with telecommunications and multimedia clusters at North Sydney.

Our challenge is to plan for sufficient infrastructure for business, reinvigorate North Sydney CBD, and utilise all the opportunities that the education, medical, telecommunications and multimedia clusters can bring, so that North Sydney remains competitive and nationally

significant. This challenge will be addressed through strategies to achieve Direction 3: Our Economic Vitality on pages 41-45.

HEALTHY, SAFE AND CONNECTING COMMUNITIES

Living within connected and safe communities and pursuing a healthier lifestyle is increasingly more important to us. Our challenge is to deliver services directly or collaborate with other government and community agencies to facilitate their delivery. This challenge will be addressed through strategies to achieve Direction 4: Our Social Vitality on pages 47-55.

HOUSING AFFORDABILITY AND CHOICE

North Sydney has currently over 34,000 dwellings, with targets set by the Draft Subregional Strategy for an additional 5,500 dwellings by 2031. The affordability of local housing continues to place strain on households within North Sydney. Over time declining affordability will continue to prevent low and moderate income earners from entering the property market. This may force our younger population to move to more affordable areas, which could contribute to the ageing demographic of North Sydney.

The housing stock of the municipality has been dominated by medium density housing. There has been few specialist retirement and aged care housing projects. Young families generally move to areas that have larger properties more suited to families.

Council's Heritage Register identifies 1,200 heritage places and areas and our 14 suburbs each have distinctive characteristics valued by those who live in them.

Our challenge is to offer a range of affordable and diverse choice in housing, through strategic forecasting and planning, that meets the changing needs and demands of our growing community while maintaining the character of our suburbs. This challenge will be addressed through strategies to achieve Direction 4: Our Social Vitality on pages 47-55.

GROWING DEMAND FOR SPORT, RECREATION AND OPEN SPACE

An increasing population means that the demand for open space and sporting and recreation facilities grows. Our challenge is to plan and manage the demand for active and passive recreation and leisure opportunities from our community and visitors. This challenge will be addressed

through strategies to achieve Direction 4: Our Social Vitality on pages 47-55.

GROWING COMMUNITY EXPECTATIONS AND REMAINING FINANCIALLY SUSTAINABLE

Traditionally, councils focused their activities on collecting rubbish, maintaining roads and collecting rates to pay for these services. While recent Customer Satisfaction Surveys have shown that these and other traditional services, such as street cleaning, park maintenance and development assessment remain important, the list of services which the community believes are important for Council to provide has grown considerably. Council now provides childcare; runs events; provides a library and aquatic and sporting facilities.

North Sydney like most Australian local government authorities continues to face a shortage of funds with the largest single demand on Council's resources being the renewal and maintenance of infrastructure. It follows that there is little in the way of discretionary resources that can be used for constructing new assets or expanding non-core services.

Our challenge is to have an ongoing dialogue with

the community to manage expectations and optimise service delivery as a Council with finite resources. This challenge will be addressed through strategies to achieve Direction 5: Our Civic Leadership on pages 58-62.

GREATER COLLABORATION BETWEEN ALL STAKEHOLDERS

Local government operates under a range of legislation which determines the functions Council undertakes on the community's behalf. Many of the aspirations within the Community Strategic Plan are beyond the scope of this legislation and are therefore beyond the direct influence of Council.

Our challenge is to partner and collaborate with other organisations, stakeholders and tiers of government to achieve the outcomes we have worked together to identify. This challenge will be addressed through strategies to achieve Direction 5: Our Civic Leadership on pages 58-62.

For more detailed information on the challenges facing North Sydney, refer to the Directions Discussion Paper from Council's website.

OUR COMMUNITY STRATEGIC PLAN

The North Sydney Community Strategic Plan outlines the desired outcomes and strategies that will be implemented to address the community's aspirations for its future. These aspirations have been grouped under five interrelated themes, known as Directions, which are not listed in any order of importance:

Direction 1: Our Living Environment - encompasses but is not limited to bushland management, environmental sustainability, recreational facilities, open space, tree preservation and community gardens.

Direction 2: Our Built Environment - encompasses but is not limited to asset management, land use planning, development and design, heritage preservation, streetscapes, compliance and traffic and transport planning.

Direction 3: Our Economic Vitality - encompasses but is not limited to economic development, tourism and our commercial centres and villages.

Direction 4: Our Social Vitality - encompasses but is not limited to community services, arts and culture, access and safety, housing, health and wellbeing, recreational planning, lifelong learning and volunteering.

Direction 5: Our Civic Leadership - encompasses but is not limited to governance, financial management and human resources management.

HOW TO READ THE PLAN

The plan is presented in table format. Preceding each Direction is a description of the sort of future our community wants for North Sydney. Under each Direction is a series of desired outcomes. Under each desired outcome is a set of long term strategies.

All strategies will be subject to project development including consultation and costing. Council is the driver of the plan but is not wholly responsible for the implementation of all strategies. This requires collaboration with other key stakeholders.

For its part, Council has prepared a four-year Delivery Program, which will detail how it will respond to the strategies for which it is responsible. The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long term goals (directions and outcomes), outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

Each Direction is also accompanied by a series of sustainability indicators. These indicators will, over time, show how North Sydney as a community is moving toward a more sustainable future. The sustainability indicators are summarised in Appendix 7.



DIRECTION 1



DIRECTION 1: OUR LIVING ENVIRONMENT

WHERE DO WE WANT TO BE IN 2023?

The following describes our shared vision for North Sydney regarding our 'living environment':



OUR
LIVING
ENVIRONMENT

North Sydney will be greener and cleaner. As a community we will ensure that responsible stewardship of our natural environment is a guiding principle in all our activities. We will leave to future generations a better environment than we inherited.

The natural beauty of North Sydney is one of its greatest assets. Council will continue to lead the way in enhancing North Sydney's protection of the natural environment, and the promotion of responsible energy use and environmentally sustainable business practices. Major improvements have largely been achieved by local communities, who work with Council to plant, protect and enhance their local environment. The sustainability of remnant bushland and aquatic habitats along the harbour foreshores and in waterways will be achieved with minimal impact by our urban development.

Community knowledge of the natural environment will be enhanced through a wide range of environmental education programs including those at the Coal Loader Centre for Sustainability. Innovative strategies for minimising the consumption of natural resources and production of waste will be embraced by the community. Waste minimisation and resource recovery strategies, together with extensive community programs will result in a low waste society.

Energy initiatives, such as water reuse schemes and the promotion and use of clean and renewable energy will create a more energy efficient community. Cogeneration and trigeneration energy production will contribute towards North Sydney's energy requirements. North Sydney will be well known for its initiatives in encouraging the use of renewable energy sources and negative impacts on air and water quality will have been minimised through years of careful monitoring and planning.

Our local open space and recreation areas such as Balls Head, Berry Island, Tunks Parks, Cremorne Reserve and St Leonards Park are of historical significance and some of our greatest treasures. A range of quality recreational activities both active and passive are will continue to be available to suit all ages, interests and abilities. Management and maintenance of sporting facilities will take into consideration the high demand for their availability and the impact of extreme weather events which may persist as an issue as a result of climate change. Public access to North Sydney's foreshore will be maximised.

DIRECTION 1: OUR LIVING ENVIRONMENT

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
1.1 Protected, enhanced and rehabilitated native vegetation communities and ecosystems	1.1.1 Rehabilitate bushland areas and monitor and address threats to biodiversity using best practice	Env
	1.1.2 Implement community education programs regarding protection and enhancement of the natural environment	Env
1.2 Quality urban greenspaces	1.2.1 Maximise tree plantings to enhance canopy cover in developed areas	Env
	1.2.2 Encourage community gardening	Env
	1.2.3 Encourage rooftop and hard surface greening	Env
1.3 Healthy and clean local waterways	1.3.1 Implement water quality improvements	Env
1.4 Improved environmental footprint and responsible use of natural resources	1.4.1 Promote sustainable energy, water and waste practices	Env
	1.4.2 Effectively manage waste collection and disposal contracts	Env
	1.4.3 Advocate for the introduction of container deposit legislation and extended producer responsibility	Env
	1.4.4 Facilitate community stewardship through environmental sustainability programs	Env
	1.4.5 Recognise community champions in environmental sustainability	Env
	1.4.6 Prepare for the impacts of climate change and sea level rise	Env
	1.4.7 Reduce air and noise pollution and ensure compliance with regulatory legislation	Env
1.5 Public open space, recreation facilities and services that meet community needs	1.5.1 Provide a range of recreational facilities and services for people of all ages and abilities	Env
	1.5.2 Improve equity of access to open space and recreation facilities	Env
	1.5.3 Provide a welcoming and vibrant waterfront with integrated green public spaces and enhanced foreshore access	Env



I love the proximity to city, beaches and bushland

COMMUNITY MEMBER, VISION POSTCARD



DIRECTION 1: OUR LIVING ENVIRONMENT

KEY CONTRIBUTORS

Council will work with the following stakeholders to help implement Direction 1 strategies:

Who will implement the strategies?	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses					•
Community groups and organisations	•				•
Federal Government departments and agencies	•	•	•	•	•
Neighbouring councils	•				•
NSROC	•				•
Peak bodies	•	•	•	•	•
Residents	•				•
Schools	•				•
State Government departments and agencies	•	•	•	•	•
Students	•				•
Volunteers			•		•

IDEAS TO MAKE IT HAPPEN

- Use natural and environmentally friendly products that minimise pollution and waste
- Plant native local species in your garden to save water and provide habitat for native fauna
- Remove weeds to stop them spreading into the bush and public land
- Leave your car at home - use public transport, walk or cycle instead
- Get involved in the Bushcare and/or Streets Alive programs
- Explore North Sydney's walking trails
- Participate in Council's recycling programs
- Remember the 'RRR' waste hierarchy: reduce first, then reuse, before recycling
- Buy goods with minimal packaging
- Say 'no' to plastic bags
- Get involved in a local community garden; and share fresh produce with local residents and schools
- Start a 'BYO container' initiative
- Source and buy locally made goods and products
- Turn appliances off standby mode
- Use and buy energy efficient appliances
- Insulate your home
- Wash clothes in cold water and dry clothes on the line
- Get rid of your second fridge
- Introduce a 'lights out in office building at night' policy
- Install a rainwater tank
- Think before you put anything down the sink or drain
- Start a worm farm
- Install a gas heater instead of a wood fired heater to reduce air borne particulates
- Service your car regularly

SUSTAINABILITY INDICATORS

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
1.1	EN01	Percentage of bushland under active management	100% (2012)	Maintain	Council - Natural Area Maps
1.1	EN02	Proportion of North Sydney with native vegetation	na	Baseline	Council - Geographic Information System
1.1	EN03	Number of fauna species listed as threatened	5 species (2009)	Stable	Atlas of NSW Wildlife
1.1	EN04	Number of fauna species listed as endangered	1 species (2009)	Stable	Atlas of NSW Wildlife
1.1	EN05	Number of flora species listed as threatened	1 species (2009)	Stable	Atlas of NSW Wildlife
1.1	EN06	Number of flora species listed as endangered	1 species (2009)	Stable	Atlas of NSW Wildlife
1.2	EN07	Percentage of canopy cover	36% (2012)	Improve	Council - natural area maps/Geographic Information System
1.3	EN08	Percentage of compliance with the Australian and New Zealand Environment Conservation Council (ANZECC) guidelines for water quality at Council's water quality monitoring sites	84% (2012)	Maintain	Council - water quality monitoring report
1.3	EN09	Tonnes of rubbish removed by Council pollution control devices	324 tonnes (2012)	Improve	Council
1.4	EN10	Percentage of participants satisfied with environmental education programs	95% (2012)	Maintain	Council - participant survey
1.4	EN11	Percentage decrease in electricity use by residents compared with 2011/12 levels	179,389MWh (2011/12)	Improve	Ausgrid Community Electricity Report
1.4	EN12	Percentage decrease in electricity use by businesses compared with 2011/12 levels	424,884MWh (2011/12)	Improve	Ausgrid Community Electricity Report
1.4	EN13	Percentage increase in residential waste diverted from landfill compared with 2011/12 levels	69% (2011/12)	Maintain ⁴	NSW Local Government - Waste Avoidance and Resource Recovery Data Report

⁴ Based on NSW waste recycling target to increase recovery and utilisation of materials from municipal sector from 44% to 66%

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
1.4	EN14	Percentage reduction in water use by residents compared with 2009/10 levels	5,173,594kl (2011/12)	Improve	SydneyWater
1.4	EN15	Percentage reduction in water use by businesses compared with 2009/10 levels	1,800,050kl (2009/10)	Improve	SydneyWater
1.4	EN16	Number of participants in residential, school, community groups and business sustainability programs	2,000 people (2012)	Maintain	Council
1.4	EN17	Percentage reduction in greenhouse gas emissions generated by the community compared with 2007/08 levels	1,062,431 tonnes (2007/08)	Improve	Council - Kenesis
1.4	EN18	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities at parks/open spaces, Council buildings and community facilities	16.3ML (2012)	Improve	Council
1.4	EN19	Number of days when polluting concentration exceeds National Environment Protection Measure (NEPM) guidelines	9 days (2012)	Improve	NSW Department of Environment - Climate Change and Water, Regional Air Quality Index
1.4	S01	Number of noise complaints	306 complaints (2012)	Improve	Council/Department and NSW Office of Environment and Heritage
1.5	S02	Percentage of residents satisfied with the maintenance of parks, ovals and bushland areas	86% (2013)	Maintain	Council - Customer Satisfaction Survey
1.5	S03	Percentage of users satisfied with Council's recreation facilities	na	Baseline	Council - Customer Satisfaction Survey
1.5	S04	Number of days when polluting concentration exceeds National Environment Protection Measure (NEPM) guidelines	na	Baseline	Council - Geographic Information System
1.5	EN20	Hectares of open space per resident	na	Baseline	Council - Geographic Information System

na=not available
N/A=not applicable
Trend=no specific target
Baseline=target to be determined following first information collection



BOUR
BUILT
ENVIRONMENT
DIRECTION 2

DIRECTION 2: OUR BUILT ENVIRONMENT

WHERE DO WE WANT TO BE IN 2023?

The following describes our shared vision for North Sydney regarding our 'built environment':



OUR
BUILT
ENVIRONMENT

An integrated approach to planning and good urban design will be reflected in our built environment, which is consistent with sustainability principles, local character and the natural environment.

The community is an integral partner in decisions regarding the built environment in their area. North Sydney has outstanding examples of good design and consolidated its reputation as a municipality with a strong culture of design excellence. Properties are increasingly energy and water efficient.

Council's planning policies will build on the strategic policies set by the State Government. Proactive planning decisions have resulted in improving housing options for residents. New development will accommodate additional residents and workers as projected under State Government policy, without loss to local amenity or damage to the environment.

The community takes pride in North Sydney being an attractive place to live. Commercial centres will retain their distinct character and strong identity with a relaxed, pedestrian friendly village atmosphere and a mix of services. Active use of public spaces will help ensure that there is a range of activities available to different groups of people during both day and night.

The heritage value of our assets is recognised and protected, helping to strengthen the identity of local communities as well as provide a point of interest for residents and tourists alike. Contemporary planning provisions have strengthened the significance of heritage and allowed redevelopment to take place.

Infrastructure is more sustainable, well maintained, constructed with the highest principles of urban design and suitable to the community's needs. Improved drainage systems will improve the health of waterways and reduced the risk of localised flooding.

Public transport and alternative, sustainable means of transport are the mode of choice for trips to, from and within North Sydney. The community's reliance on the car has reduced. Pedestrian and cycling paths link commercial centres and villages, improving access, safety and community connectedness.

Council's parking policy has been set to encourage people to consider alternatives to the privately owned car. This includes limits on the amount of parking provided in new developments, combined with on-street resident parking and car share schemes. Convenient and equal access to parking is achieved keeping North Sydney moving and giving everyone a 'fair go'.

DIRECTION 2: OUR BUILT ENVIRONMENT

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
2.1 Infrastructure, assets and facilities that meet community needs	2.1.1 Develop a program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to minimise whole of life cost	Soc
	2.1.2 Expand capacity of existing community infrastructure	Soc
	2.1.3 Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets	Soc
	2.1.4 Advocate for and investigate efficient street and public domain lighting	Soc
	2.1.5 Advocate for placing powerlines underground	Soc
2.2 Improved mix of land use and quality development through design excellence	2.2.1 Maintain a contemporary Local Environment Plan (LEP)	Soc
	2.2.2 Implement development contribution schemes/ agreements to support land use development	Soc
	2.2.3 Encourage sustainable design in future development and refurbishment of existing buildings for better environmental performance	Soc
	2.2.4 Implement effective processes and strategies to manage the impact of new and existing development	Soc
	2.2.5 Administer and enforce the statutory regulations of health and safety of licensed activities	Soc
	2.2.6 Ensure new residential development is well designed, for people with a disability or limited mobility, the elderly and is adaptable for use by different household types to encourage ageing in place	Soc
2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community	2.3.1 Develop and implement Masterplans for villages	Soc
	2.3.2 Maintain and service village facilities through place management	Soc
	2.3.3 Improve pedestrian lighting and surveillance of the villages to reduce vandalism and graffiti	Soc
	2.3.4 Build pride in community assets that assists in maintenance	Soc
	2.3.5 Increase community engagement in improving streetscapes, villages and commercial centres	Soc



My vision is there will be better
urban design and quality built form

COMMUNITY MEMBER, VISION POSTCARD



DIRECTION 2: OUR BUILT ENVIRONMENT

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
2.4 North Sydney's heritage is preserved and valued	2.4.1 Protect and promote the heritage values of residential amenity including significant architecture, objects, places and landscapes	Soc
	2.4.2 Encourage the use and adaptation of heritage and other existing buildings	Soc
2.5 Sustainable transport is encouraged	2.5.1 Promote the use of public transport and encourage use of alternative modes of transport e.g. car share schemes	Soc
	2.5.2 Increase incentives for the use of public transport, lower impact motor vehicles and changes to fringe benefit tax arrangements	Soc
	2.5.3 Increase the amount of street space dedicated to sustainable transport modes e.g. bus lanes and integrated network of pedestrian and cycle paths	Soc
	2.5.4 Advocate for improved after hours transport services to assist workers and night time recreation	Soc
	2.5.5 Improve 'end of trip' facilities for cyclists and walkers e.g. bike parking, showers and change facilities	Soc
	2.5.6 Provide recharge facilities for electric vehicles at Council offices, facilities and car parks	Soc
	2.5.7 Regulate Green Travel Plans for major developments	Soc
2.6 Improved traffic management	2.6.1 Plan, design, investigate and manage traffic and transport in accordance with safety and community priorities	Soc
	2.6.2 Work with the State Government to develop and implement long-term transport strategy for the Spit Road/Military Road corridor to the Northern Beaches	Soc
	2.6.3 Secure additional grant funding for the upgrade of traffic facilities	Soc
2.7 Improved parking options and supply	2.7.1 Provide integrated and efficient parking options in residential and commercial areas	Soc
	2.7.2 Use technology to manage parking	Soc
	2.7.3 Manage off street parking in new developments through Development Control Plan (DCP)	Soc

KEY CONTRIBUTORS

Council will work with the following stakeholders to help implement Direction 2 strategies:

Who will implement the strategies?	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses	•	•	•		•
Chamber of Commerce	•		•		•
Community groups and organisations	•		•		•
Developers	•	•	•		•
Federal Government departments and agencies	•	•	•	•	•
Residents	•				•
Schools			•		
State Government departments and agencies	•	•	•	•	•
Students	•				•
Workers	•				•

IDEAS TO MAKE IT HAPPEN

- Walk or cycle to your local shops, work or school
- Car pool or join a car share scheme
- Use public transport
- Introduce solar photovoltaic panels, solar hot water systems and water tanks and energy and water efficient fixtures and fitting when renovating your house
- Improving water efficiency can save your business money and will help conserve our most precious resource
- Participate in The Better Business Partnership (BBP)
- Get involved in your local Streetscape Committee
- Take advantage of the Environmental Upgrade Agreements (EUAs) to upgrade your property

DIRECTION 2: OUR BUILT ENVIRONMENT

SUSTAINABILITY INDICATORS

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
2.2	S05	Percentage of residents satisfied with land use and quality of development	58% (2013)	Improve	Council - Customer Satisfaction Survey
2.2	EC01	Percentage of businesses satisfied with land use and quality of development	69% (2013)	Improve	Council - Customer Satisfaction Survey
2.2	S06	Number and type of dwellings	31,955 Separate house: 3,937 Medium density (Semi-detached, row or terrace house, townhouse etc.): 4,166 High density (Flat, unit or apartment): 20,175 Other dwelling: 100 Dwelling structure not stated: 50 Unoccupied private dwellings: 3,527 (2012)	Trend	ABS - Census of Population and Housing
2.2	S07	Number of additional dwellings	765 dwellings (2012)	Trend	ABS - Census of Population and Housing
2.3	S08	Percentage of residents satisfied with the maintenance of local roads and footpaths	62% (2013)	Improve	Council - Customer Satisfaction Survey
2.3	EC02	Percentage of businesses satisfied with the maintenance of local roads and footpaths	67% (2013)	Improve	Council - Customer Satisfaction Survey
2.3	S09	Percentage of residents satisfied with the cleanliness of local roads and footpaths	79% (2013)	Maintain	Council - Customer Satisfaction Survey
2.3	EC03	Percentage of businesses satisfied with the cleanliness of local roads and footpaths	77% (2013)	Maintain	Council - Customer Satisfaction Survey
2.3	S10	Percentage of residents satisfied with accessibility and appearance of public areas	na	Baseline	Council - Customer Satisfaction Survey
2.3	S11	Road pavement condition index	8.4 (2011/12)	Improve	Council - AIM System
2.3	S12	Percentage of footpaths in 'excellent' or 'good' condition	na	Baseline	Council - AIM System

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
2.3	S13	Percentage of drainage in 'excellent' or 'good' condition	na	Baseline	Council - AIM System
2.3	S14	Percentage of residents satisfied with the look and amenity of North Sydney	na	Baseline	Council - Customer Satisfaction Survey
2.3	EC04	Percentage of businesses satisfied with the look and amenity of North Sydney	na	Baseline	Council - Customer Satisfaction Survey
2.4	S15	Number of items listed on the heritage schedule	1,200 items (2012)	Maintain	Council - Customer Satisfaction Survey
2.4	S16	Percentage of residents satisfied with retention of heritage items	na	Baseline	Council - Customer Satisfaction Survey
2.5	S17	Percentage of workers taking public transport to work	44% (2008)	Improve	Bureau of Transport Statistics - Journey-to-work Data
2.5	S18	Percentage of workers walking or cycling to work	9% (2008)	Improve	Bureau of Transport Statistics - Journey-to-work Data
2.5	S19	Percentage of residents taking public transport to work	29% (2012)	Improve	ABS - Census of Population and Housing
2.5	S20	Percentage of residents walking or cycling to work	11.9% (2012)	Improve	ABS - Census of Population and Housing
2.5	S21	Number of motor vehicle registrations registered in North Sydney	27,890 registrations (2012)	Maintain	Roads and Maritime Services
2.5	S22	Number of car share vehicles in North Sydney	91 vehicles (2012)	Improve	Council - Traffic Database
2.5	S23	Percentage of residents satisfied with pedestrian and cycle paths	55% (2013)	Improve	Council - Customer Satisfaction Survey
2.5	S24	Length (km) of pedestrian and cycling paths	22km (2008)	Improve ⁵	Council - AIM System

⁵ Sufficient to enable North Sydney to improve the percentage of all trips within the LGA made by walking and cycling.

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
2.6	S25	Percentage of residents satisfied with traffic flow throughout North Sydney	60% (2013)	Improve	Council - Customer Satisfaction Survey
2.6	EC05	Percentage of businesses satisfied with traffic flow throughout North Sydney	59% (2013)	Improve	Council - Customer Satisfaction Survey
2.7	S26	Percentage of residents satisfied with parking provision	59% (2013)	Improve	Council - Customer Satisfaction Survey
2.7	EC06	Percentage of businesses satisfied with parking provision	43% (2013)	Improve	Council - Customer Satisfaction Survey

na=not available
N/A=not applicable
Trend=no specific target
Baseline=target to be determined following first information collection



OUR
ECONOMIC
VITALITY

DIRECTION 3: OUR ECONOMIC VITALITY

WHERE DO WE WANT TO BE IN 2023?

The following describes our shared vision for North Sydney regarding our 'economic vitality':



OUR
ECONOMIC
VITALITY

Business confidence is high, and the local economy is thriving. North Sydney CBD is reinforced as one of Australia's largest commercial centres. Our CBD hosts a prosperous business community, contributes to a vibrant lifestyle and works in harmony with the surrounding natural environment, residential areas and other commercial centres nearby. The CBD is a hub for industries such as telecommunications, banking and finance, information technology and media and advertising.

Local commercial centres are also healthy with sufficient capacity provided to support economic activity in centres outside the CBD. Business networks have been a successful tool in improving coordination and cooperation among small local businesses.

North Sydney is a premier retail destination and recognised activity hub with a great variety of offerings for meeting, shopping, cultural activities and after hours dining. Functional improvements to the commercial centres such as pedestrian path networks, improved community meeting places and better public transport have strengthened the commercial centres, making them a crucial element of the sustainability of North Sydney.

North Sydney is recognised as a national tourism icon for its harbour foreshores, Luna Park, Mary Mackillop Place, Kirribilli House and Admiralty House as well as the Coal Loader parklands. Tourism has served to preserve and enhance natural resources that can be used and enjoyed by residents and visitors alike.

DIRECTION 3: OUR ECONOMIC VITALITY

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
3.1 Diverse, strong, sustainable and vibrant local economy	3.1.1 Expand opportunities for business particularly after hours and weekends through planning initiatives e.g. late night trading and small bars	Eco
	3.1.2 Encourage a diverse mix of businesses	Eco
	3.1.3 Expand employment growth capacity	Eco
	3.1.4 Enhance relationships/partnerships with Chambers of Commerce and peak bodies representing local businesses	Eco
	3.1.5 Increase community engagement with landowners, businesses and other stakeholders to improve the CBD and commercial centres through strengthened economic activity	Eco
3.2 North Sydney CBD is one of Australia's largest commercial centres	3.2.1 Increase national and international exposure as a preferred location for business through appropriate branding	Eco
	3.2.2 Ensure major infrastructure and public domain design contributes to North Sydney's business needs	Eco
3.3 North Sydney is a place that attracts events	3.3.1 Balance visitor impacts with residents' lifestyles and economic development	Soc
	3.3.2 Attract major regional and sporting events	Eco
	3.3.3 Foster partnerships with other governments and businesses to deliver an annual events calendar	Eco
	3.3.4 Identify opportunities for cultural, entertainment and public art activities in the commercial centres	Eco
	3.3.5 Market North Sydney as a destination of choice to international and domestic visitors	Eco

 Liven up the CBD, look after small businesses, more late night dining, do something about parking
 

COMMUNITY MEMBER, VISION POSTCARD

DIRECTION 3: OUR ECONOMIC VITALITY

KEY CONTRIBUTORS

Council will work with the following stakeholders to help implement Direction 2 strategies:

Who will implement the strategies?	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses		•	•		•
Chamber of Commerce	•				•
Community groups and organisations	•		•		•
Developers	•	•			•
Residents	•				•
State Government departments and agencies	•	•	•	•	•
Workers	•				•

IDEAS TO MAKE IT HAPPEN

- Join your local Chamber of Commerce and business networks
- Create opportunities for work experience students, trainees and apprentices
- Shop locally and support local businesses and markets
- Subscribe to Council's business enews
- Celebrate your successes - make the local market aware of your achievements such as achieving a 'first' for your industry, successfully tendering for a large contract, significant annual growth, a large increase in your employment numbers, or being recognised through regional and national awards programs

SUSTAINABILITY INDICATORS

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
3.1	EC07	Office and retail occupancy and vacancy rates	7.2% (2012)	Improve	Property Council of Australia - Office Market Report
3.1	EC08	Percentage of businesses that feel North Sydney is a good place to do business	na	Baseline	Council - Customer Satisfaction Survey
3.1	EC09	Net growth (square metres) of commercial floor space in the CBD	89,785m ² (2012)	Improve	Council
3.1	EC10	Net growth (square metres) of commercial floor space	39,990m ² (2012)	Improve	Council
3.1	EC11	Dollar value of commercial construction	\$221,322,684 (2012)	Improve	Council
3.1	EC12	Percentage of businesses satisfied with the look and amenity of the public domain	79% (2013)	Maintain	Council - Customer Satisfaction Survey
3.2	EC13	Number of businesses by industry division	16,316 Businesses (2012) ⁶	Trend	ABS - Business Register
3.2	EC14	Local estimates of unemployment (unemployment rate)	3% (2012)	Stable or improve	ABS - Census of Population and Housing and Department of Education, Employment and Workplace Relations Small Area Labour Markets Australia
3.2	EC15	Percentage of residents working and living in North Sydney as a proportion of employed residents living in North Sydney	14.6% (2012)	Stable or improve	ABS - Census of Population and Housing, journey-to-work data
3.2	EC16	Ranking of North Sydney CBD against other major commercial centres	2 (2012)	Maintain	ABS - Business Register

⁶ For businesses by industry division refer to The 2012 End of Term Report.

na=not available

N/A=not applicable

Trend=no specific target

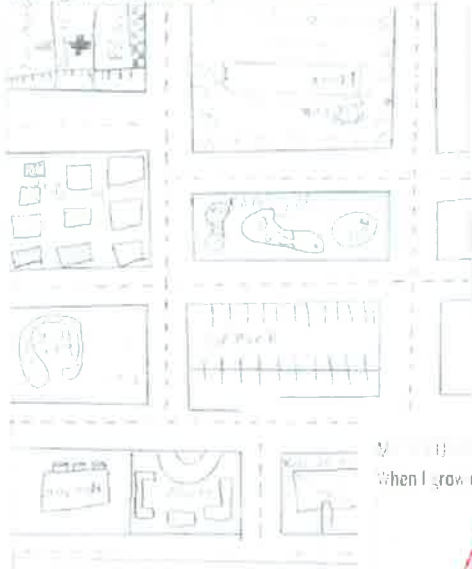
Baseline=target to be determined following first information collection

MY VISION FOR NORTH SYDNEY
When I grow up North Sydney will look like...



Zoe, age 6, Crows Nest

MY VISION FOR NORTH SYDNEY
When I grow up North Sydney will look like...



Lachie, age 9, North Sydney

When I grow up North Sydney will look like...



Poppy, age 3, Good Start



DIRECTION 4:

S
OUR
SOCIAL
VITALITY

DIRECTION 4: OUR SOCIAL VITALITY

WHERE DO WE WANT TO BE IN 2023?

The following describes our shared vision for North Sydney regarding our 'social vitality':



OUR
SOCIAL
VITALITY

North Sydney offers a strong sense of local community based on networks of neighbourhoods. An increased sense of community has contributed to a greater feeling of personal and neighbourhood safety.

Community services and facilities are well planned and located, accessible and meet a variety of uses. Council has maintained and expanded partnerships with government sectors and community organisations to ensure the ongoing delivery of community services and programs.

Arts and cultural activities help retain, support and strengthen North Sydney cultural heritage, vibrancy and sense of community. Well managed events draw the community together and bring financial, social and environmental benefits.

North Sydney is a safe place. Good urban design at the street level maintains perceived and actual levels of safety. Community safety activities include collaboration with local police to build community safety awareness.

The community enjoys an active and healthy lifestyle. Accessible health services and an increase in the availability of programs especially for youth and older persons contribute to improvements in community health and connectedness. North Sydney is a community where the socially isolated, disadvantaged and residents under stress are cared for.

Learning is seen as a valuable activity for people of all ages and is available in many forms and a variety of settings, both formal and informal. Stanton Library is reinforced as a centre of excellence. North Sydney continues to have a strong and diverse volunteer culture, where volunteers feel valued. The knowledge and experience of retired 'baby boomers' is a potential resource to be utilised by the community.

North Sydney provides a diverse range of affordable housing types, important for all ages and lifestyles. These housing options play a valuable role in attracting and retaining specific population groups.

North Sydney's history and heritage continues to be carefully preserved and documented. This includes the history of the traditional indigenous custodians of the land, the Cammeraygal people. Valuing and preserving local heritage has strengthened the identity of local communities.

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
4.1 Community is connected	4.1.1 Engage and connect communities through placemaking	Soc
	4.1.2 Promote active and diverse street life, including markets, street parties and fairs using streets, laneways and public spaces	Soc
	4.1.3 Improve social inclusion	Soc
4.2 Community is diverse	4.2.1 Facilitate and support local cultural groups and community organisations	Soc
	4.2.2 Celebrate diversity within the community	Soc
	4.2.3 Provide translated community information	Soc
4.3 Enhanced arts and cultural programs and facilities	4.3.1 Implement and promote a diverse range of arts and cultural programs and local arts facilities	Soc
	4.3.2 Provide access to visual arts studio and exhibition spaces	Soc
	4.3.3 Explore temporary use of unused commercial spaces as affordable exhibition spaces for artists and cultural groups	Soc
	4.3.4 Implement public art initiatives	Soc
	4.3.5 Identify opportunities for delivery of cultural programs through community centres	Soc
4.4 North Sydney's history is preserved and recognised	4.4.1 Protect and maintain sacred and historic sites	Soc
	4.4.2 Celebrate local history and heritage	Soc
	4.4.3 Promote historical and cultural icons to locals and domestic and international tourists	Soc
4.5 Lifelong learning and volunteering is encouraged	4.5.1 Promote diversity of education choices available in North Sydney	Soc
	4.5.2 Provide networking opportunities and links between the education sector and community services	Soc
	4.5.3 Encourage activities and programs to address the educational needs of the community through activities and programs	Soc
	4.5.4 Provide courses and activities through community centres and other educational institutions	Soc
	4.5.5 Promote volunteering and community involvement and draw on community skills and expertise	Soc
4.6 Library services meet information, learning and leisure needs	4.6.1 Promote Stanton Library as a centre of excellence	Soc
	4.6.2 Enhance library services and events	Soc

DIRECTION 4: OUR SOCIAL VITALITY

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
4.7 Community is active and healthy	4.7.1 Provide a range of recreation and leisure activities for people of all ages and abilities	Soc
	4.7.2 Prepare strategies to ensure services meet local community needs for all stages of the life cycle	Soc
	4.7.3 Improve access to health and wellbeing services, including increased services for older people and people with a disability	Soc
	4.7.4 Establish partnerships and programs to improve social conditions and outcomes amongst particular communities	Soc
	4.7.5 Support early childhood health	Soc
	4.7.6 Provide community transport enabling older people and people with disabilities to access services and leisure activities	Soc
	4.7.7 Investigate community bus system to service villages	Soc
4.8 Enhanced community facilities, information and services	4.8.1 Provide and promote widely accessible information on support services, both face to face and online	Soc
	4.8.2 Provide childcare services including family day care and vacation care	Soc
	4.8.3 Facilitate equal access to community services and facilities	Soc
	4.8.4 Increase access to services and information support for families, young people and older people	Soc
	4.8.5 Provide support and funding not-for-profit community groups/charities	Soc
	4.8.6 Support and encourage philanthropy	Soc
4.9 Enhanced community safety and accessibility	4.9.1 Promote universal access principles	Soc
	4.9.2 Provide programs and information to decrease drug and alcohol abuse, domestic violence and safety at home e.g. falls prevention	Soc
	4.9.3 Promote anti-discrimination and provide 'safe spaces' and inclusive programs for sex or gender diverse people	Soc
	4.9.4 Plan for large scale emergencies	Soc
	4.9.5 Implement road safety education programs	Soc

DIRECTION 4: OUR SOCIAL VITALITY

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
4.10 Improved affordable housing and accommodation	4.10.1 Provide a range of affordable housing and accommodation types, including low cost, emergency and short term housing to suit a changing population	Soc
	4.10.2 Increase housing diversity to meet a range of needs especially older people, people with disabilities and key workers	Soc
	4.10.3 Support older residents through access to local nursing homes and retirement villages	Soc
	4.10.4 Support people in public housing and provide assistance to people at risk of homelessness	Soc

“I would like activities that are family friendly - like markets, music events, food festivals, those sorts of things that the whole family can go to

RESIDENT, CUSTOMER SATISFACTION SURVEY

DIRECTION 4: OUR SOCIAL VITALITY

KEY CONTRIBUTORS

Council will work with the following stakeholders to help implement Direction 4 strategies:

Who will implement the strategies?	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Community groups and organisations	•		•		•
Developers	•	•			•
Residents	•				•
Schools	•		•		•
State Government departments and agencies	•	•	•	•	•
Students	•				•
Volunteers			•		

IDEAS TO MAKE IT HAPPEN

- Look out for your neighbours - especially the isolated and vulnerable.
- Organise a 'get to know your neighbours' day or a local street barbecue
- Join one of the many community groups or organisations involved in community projects across North Sydney
- Volunteer some of your time at your local hospital, school, aged care facility or sporting club
- Set up a pooling facility with your neighbours - exchange skills, create a babysitting club or organise a care day for the aged persons in your community
- List your community group in North Sydney's Community Directory
- Take care of your own health - eat healthy food, enjoy lots of exercise, reduce stress, stay mentally active
- Balance your home/work life
- Visit the art and cultural facilities in North Sydney
- Participate in and enjoy local festivals and events
- Be open to learning from other cultures and traditions
- Learn about local history
- Read for information and leisure
- Encourage your children to learn and teach them the importance of lifelong learning and education
- Attend a short course at your local learning centre or community neighbourhood centre
- Use the internet to access information
- Join Stanton Library
- Initiate volunteer programs into preschools, kindergartens and schools
- Become involved in a local 'friends of' group
- Train a local sporting team
- Observe the speed limit especially in residential streets

SUSTAINABILITY INDICATORS

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
N/A	S27	Median weekly household income	\$2,205 (2012)	Improve	ABS - Census of Population and Housing
N/A	S28	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney	1,105 (2012)	Improve	ABS - Socio-economic Indexes for Areas
N/A	S29	Percentage of residents who are employed	96.3% (2012)	Improve	ABS - Census of Population and Housing and Department of Education, Employment and Workplace Relations Small Area Labour Markets Australia
N/A	S30	Labour force participation rate	67.5% (2013)	Trend	Department of Education, Employment and Workplace Relations Labour force region data
N/A	S31	Percentage of residents with tertiary qualifications	59.4% (2012)	Improve	ABS - Census of Population and Housing
4.1	S32	Percentage of residents who feel a sense of community in North Sydney	78% (2013)	Improve	Council - Customer Satisfaction Survey
4.3	S33	Percentage of residents satisfied with Council run community events	na	Baseline	Council - Customer Satisfaction Survey
4.3	S34	Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney	na	Baseline	Council - Customer Satisfaction Survey
4.3	S35	Percentage of residents satisfied with the range of public art in North Sydney	na	Baseline	Council - Customer Satisfaction Survey
4.4	S36	Number of Aboriginal cultural heritage sites	75 sites (2012)	Stable or improve	Aboriginal Heritage Office
4.5	S37	Percentage of adults in North Sydney involved in volunteering	19.7% (2012)	Improve	ABS - Census of Population and Housing
4.6	S38	Percentage of residents who are an active member of Stanton Library	34% (2012)	Improve	Council - Stanton Library

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
4.6	S39	Percentage of users satisfied with Stanton Library	91% (2013)	Maintain	Council - Customer Satisfaction Survey
4.7	S40	Life expectancy at birth: in years, for males and females separately	81.9 males, 85.5 females (2012)	Improve	Health Statistics NSW
4.7	S41	Percentage of residents undertaking adequate physical activity	59.5% (2012)	Improve	Health Statistics NSW
4.7	S42	Rates of the following diseases, per 100,000 population: 1. cardiovascular disease 2. diabetes 3. cancer 4. respiratory disease	1. 211.0 males, 157.7 females 2. 133.6 males, 66.2 females 3. 183.8 males, 130.8 females 4. 47.6 males, 31.7 females (2012)	Improve	Health Statistics NSW
4.8	S43	Ratio of childcare places to population of children aged 0-5 years resident in North Sydney	na	Baseline	Council
4.8	S44	Ratio of primary school places to population of primary aged children resident in North Sydney	na	Baseline	TBA
4.8	S45	Percentage of residents satisfied with community centres and facilities	61% (2013)	Improve	Council - Customer Satisfaction Survey
4.8	S46	Percentage of residents satisfied with Council's provision of children's services	35% (2013)	Improve	Council - Customer Satisfaction Survey
4.8	S47	Dollar amount of financial support provided by Council to community groups	\$1,021,550 (2012)	Maintain	Council
4.9	S48	Percentage of residents who feel safe in North Sydney	89% (2013)	Improve	Council - Customer Satisfaction Survey

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
4.9	S49	Rate of the following offences per 1,000 residents in North Sydney: 1. assault - non domestic violence 2. sexual 3. assault - domestic violence 4. robbery 5. break and enter 6. motor vehicle theft	1. 367.3 2. 78.7 3. 177.5 4. 4 4.8 5. 351.9 6. 112.7 (2012)	Improve	NSW Bureau of Crime Statistics and Research
4.9	S50	Number of road traffic fatalities	0 fatalities (2012)	Maintain	RMS - Road Traffic Crashes in NSW (NSW Centre for Road Safety)
4.9	S51	Number of road traffic major injuries	203 injuries (2011)	Improve	RMS - Road Traffic Crashes in NSW (NSW Centre for Road Safety)
4.9	S52	Number of pedestrian fatalities	0 (2011)	Stable	RMS - Road Traffic Crashes in NSW (NSW Centre for Road Safety)
4.9	S53	Number of pedestrian injuries	33 injuries (2011)	Improve	RMS - Road Traffic Crashes in NSW (NSW Centre for Road Safety)
4.9	S54	Number of traffic collisions within North Sydney per year	391 collisions (2012)	Improve	Road and Maritime Services, Road Traffic Crashes in NSW (NSW Centre for Road Safety)
4.10	S55	Median house sale price Median flat/unit sale price	Houses: \$1,205,000 (2012) Flat/unit: \$655,000 (2012)	Trend	Housing NSW Rent and Sales Report
4.10	S56	Ratio of affordable housing as a proportion of total housing within North Sydney	13.5% (2012)	Improve	Centre for Affordable Housing (NSW Department of Housing)
4.10	S57	Ratio of aged care places per 1,000 older residents	0.05 aged care places (2012)	Improve	NSW Department of Health and Ageing

na=not available
N/A=not applicable
Trend=no specific target
Baseline=target to be determined following first information collection



More well located public seating in the
Crows Nest town centre

RESIDENT, CUSTOMER SATISFACTION SURVEY



More cultural activities

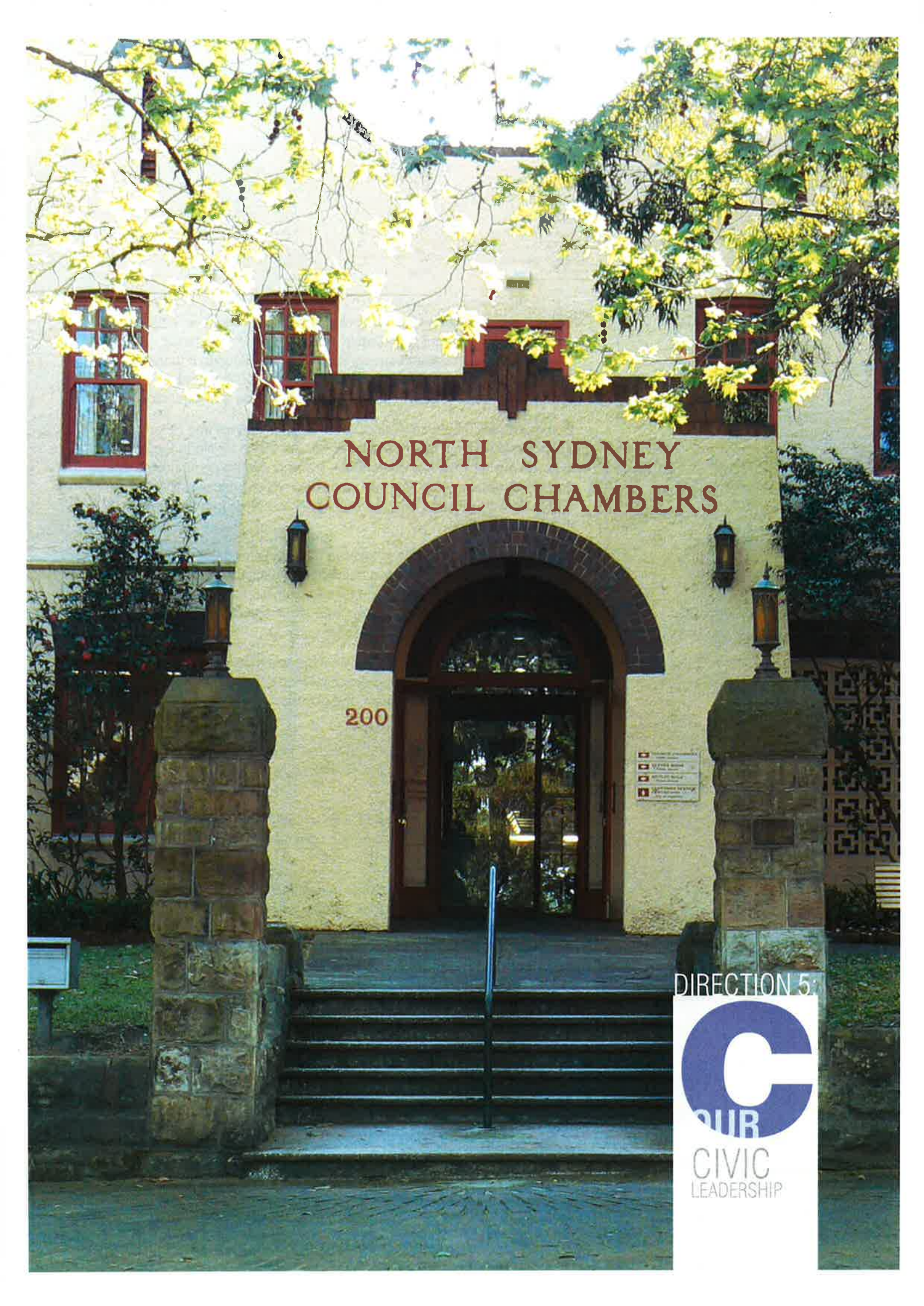
COMMUNITY MEMBER, VISION POSTCARD



New social places - small boutiques,
cafe and restaurants for community
members to meet

RESIDENT, CUSTOMER SATISFACTION SURVEY



A photograph of the North Sydney Council Chambers building. The building is a two-story structure with a light-colored, textured facade. The entrance is a large, arched doorway with a dark wooden frame. Above the arch, the words "NORTH SYDNEY COUNCIL CHAMBERS" are inscribed in a dark, serif font. To the left of the arch, the number "200" is visible. The entrance is flanked by two stone pillars, each topped with a lantern. A set of steps leads up to the entrance. The building is surrounded by trees and foliage, with some yellow flowers visible in the foreground. The overall scene is bright and sunny.

NORTH SYDNEY COUNCIL CHAMBERS

200

DIRECTION 5:

C
OUR
CIVIC
LEADERSHIP

DIRECTION 5: OUR CIVIC LEADERSHIP

WHERE DO WE WANT TO BE IN 2023?

The following describes our shared vision for North Sydney regarding our 'civic leadership':



Council has maintained its strong reputation as an effective, efficient, ethical and transparent organisation through good governance, sound financial management and strong community leadership. It functions in accordance with its values, sound business practices and a comprehensive understanding of community needs and aspirations.

Community stakeholders work collectively with Council and other agencies to achieve the community's shared Vision for North Sydney. Council has improved its governance by empowering communities to actively engage in civic life, through more involved decision making and increased responsibility for identifying and providing solutions to their own concerns.

North Sydney is a leader in innovative strategies for partnering with the community in planning, service delivery and decision making.

The community is encouraged to take an active interest in the issues of North Sydney. Information is managed and coordinated effectively as well as being available in real time.

Council continues to address sustainability within its planning, reporting and decision making processes by considering the environmental, social, economic and governance implications across all Council activities.

Council has enhanced its communication mechanisms including provision of online communications making North Sydney a more informed community.

Council is an employer of choice, with a highly skilled and motivated workforce committed to providing the community with a high level of service.

Council effectively manages risk to minimise threats and maximise opportunities. Council is a leader in financial and asset management, and has expanded revenues and diversified its income base to achieve a sustainable financial footing for delivering strategic priorities.

DIRECTION 5: OUR CIVIC LEADERSHIP

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
5.1 Council leads the strategic direction of North Sydney	5.1.1 Manage funding and resources effectively and efficiently to achieve better community outcomes	Gov
	5.1.2 Integrate sustainability as a core part of Council's corporate planning, reporting and decision making	Gov
	5.1.3 Build relationships and strategic networks with all levels of government, non-government organisations, the private sector and community groups	Gov
	5.1.4 Lead public debate on the future of local government in NSW	Gov
	5.1.5 Work towards a system of Federal Government funding to local councils for achievement of agreed strategic outcomes	Gov
5.2 Council is financially sustainable	5.2.1 Implement best practice financial planning	Eco
	5.2.2 Review rating system to reflect an equitable distribution of costs and benefits	Eco
5.3 Council is ethical, open, accountable and transparent in its decision making	5.3.1 Promote community access and participation at Council meetings	Gov
	5.3.2 Ensure Council processes and decisions are accessible	Gov
	5.3.3 Provide community engagement and consultation opportunities	Gov
	5.3.4 Support the North Sydney Community Precinct System	Gov
	5.3.5 Initiate web based consultation to broaden the range of community participation	Gov
	5.3.6 Implement best practice governance strategies	Gov
	5.3.7 Implement best practice records management	Gov
5.4 Community is informed and aware	5.4.1 Increase promotion of Council activities and achievements	Gov
	5.4.2 Enhance existing communication methods, including diversified use of digital media	Gov
5.5 Customer focused Council services	5.5.1 Implement best practice customer service strategies	Gov
	5.5.2 Provide suitable information technology systems across the organisation	Gov
	5.5.3 Implement best practice complaint handling processes	Gov

DIRECTION 5: OUR CIVIC LEADERSHIP

OUTCOME What do we want to achieve?	STRATEGIES How will we achieve our outcomes?	QBL Link
5.6 Council is an employer of choice	5.6.1 Attract, develop and retain highly skilled staff and provide a safe work environment	Gov
	5.6.2 Implement best practice human resource policies and strategies	Gov
5.7 Risks are minimised and continuity of Council's critical business functions is ensured	5.7.1 Implement best practice risk management strategies	Gov
	5.7.2 Implement best practice business continuity strategies	Gov

KEY CONTRIBUTORS

Council will work with the following stakeholders to help implement Direction 5 strategies:

Who will implement the strategies?	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses	•				•
Community groups and organisations	•				•
Neighbouring councils	•		•		•
NSROC	•		•		•
Peak bodies	•			•	•
Residents	•				•
State Government departments and agencies	•	•	•	•	•
Volunteers	•				•

IDEAS TO MAKE IT HAPPEN

- Talk to your local councillor about your ideas and suggestions for improving North Sydney
- Attend Council Meetings
- Participate on a Council Reference Group or Working Group as a community representative
- Participate in Council's community ward forums
- Join your local Precinct Committee
- Become a community champion - actively promote North Sydney and celebrate the positive 'good news' stories in your local area. Talk to the local media about

promoting achievements of community groups, sporting activities, individual achievements and specific groups in our community in the local newspapers

- Sign up to Council's online community consultation panel. You will be contacted periodically to participate in community consultation and research activities relevant to the community
- Be tolerant, be open to trying new ideas and understanding other people's perspectives

SUSTAINABILITY INDICATORS

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
5.1	G01	Percentage of residents aware of CSP	23% (2013)	Improve	Council - Customer Satisfaction Survey
5.1	G02	Percentage of businesses aware of CSP	19% (2013)	Improve	Council - Customer Satisfaction Survey
5.1	G03	Percentage of residents satisfied with North Sydney's strategic direction	49% (2013)	Improve	Council - Customer Satisfaction Survey
5.1	G04	Percentage of businesses satisfied with North Sydney's strategic direction	45% (2013)	Improve	Council - Customer Satisfaction Survey
5.2	G05	Amount of grant funding or sponsorship received by Council	\$4,694,306 (2012)	Improve	Council - Audited Financial Statements
5.2	G06	Operating balance ratio	2.57% (2011/12)	>2-<10%	Council - Audited Financial Statements
5.2	G07	Rates and Annual Charges coverage ratio	42.83% (2011/12)	>50%	Council - Audited Financial Statements
5.2	G08	Unrestricted current ratio	2.94 (2012)	>1.5:1	Council - Audited Financial Statements
5.2	G09	Building and Infrastructure renewal ratios	54.52% (2011/12)	100%	Council - Audited Financial Statements
5.2	G10	Debt service ratio	0% (2012)	<10%	Council - Audited Financial Statements
5.2	G11	Broad liabilities ratio	22.75% (2012)	<60%	Council - Audited Financial Statements
5.3	G12	Percentage of residents satisfied with Council's community engagement processes	53% (2013)	Improve	Council - Customer Satisfaction Survey
5.3	G13	Percentage of businesses satisfied with Council's community engagement processes	47% 2013	Improve	Council - Customer Satisfaction Survey
5.3	G14	Number of attendees at Precinct Committee meetings	444 attendees (2011/12)	Trend	Council
5.3	G15	Percentage of residents aware of Precinct System	53% (2013)	Improve	Council - Customer Satisfaction Survey

Related Outcome	INDICATOR How will we measure progress towards our vision?		Previous Result (Year)	Trend or Target for 2016	Data Source
5.3	G16	Percentage of businesses aware of Precinct System	24% (2013)	Improve	Council - Customer Satisfaction Survey
5.3	G17	Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes	na	Baseline	Council - Customer Satisfaction Survey
5.3	G18	Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes	na	Baseline	Council - Customer Satisfaction Survey
5.4	G19	Percentage of households in North Sydney that have a broadband, dial-up or another type of internet connection	82% (2012)	Improve	ABS - Census of Population and Housing
5.4	G20	Percentage of residents satisfied with communications from Council	67% (2013)	Improve	Council - Customer Satisfaction Survey
5.4	G21	Percentage of residents from countries where English is not the first language	20.8% (2012)	Trend	ABS - Census of Population and Housing
5.4	G22	Percentage of businesses satisfied with communications from Council	56% (2013)	Improve	Council - Customer Satisfaction Survey
5.5	G23	Percentage of residents satisfied with Council's service delivery	85% (2013)	Maintain	Council - Customer Satisfaction Survey
5.5	G24	Percentage of businesses satisfied with Council's service delivery	75% (2013)	Maintain	Council - Customer Satisfaction Survey

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

The development of the Community Strategic Plan is the first step in an ongoing process of making North Sydney sustainable. The community's vision cannot be achieved by Council alone, and the involvement of residents, businesses, community groups, organisations and all levels of government is important in ensuring that the vision becomes a reality.

It is envisaged that the majority of strategies will be completed over the next 10 years, subject to available funding and resources, however some many continue into the following 10 year period. While many of the strategies relate directly to Council activities, some relate to areas Council has very limited ability to influence.

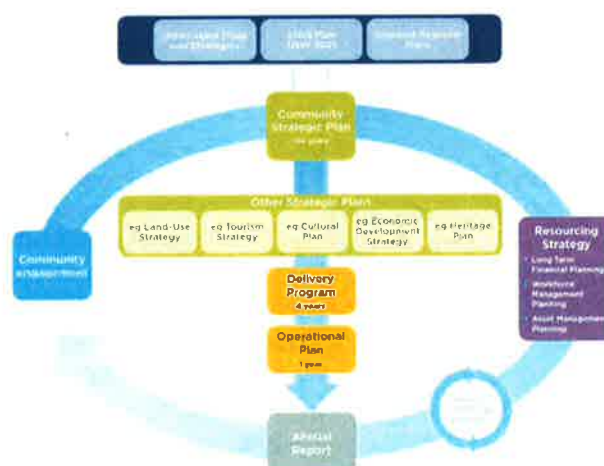
For its part in putting the plan into practice Council has:

- prepared a long term Resourcing Strategy, including a 10-year Long Term Financial Plan, 10-year Asset Management Plan and 4-year Workforce Management Strategy.
- developed a 4-year Delivery Program outlining its role and commitment to actions that it will take to meet the goals. The Delivery Program describes the actions required of Council to achieve the strategies outlined in this plan.
- indicated how the outcomes and strategies of the Community Strategic Plan help achieve strategic objectives in the NSW 2021 (State Plan) and other support state and regional strategies. Refer to Appendix 3 to 5.

Council will also:

- prepare an Operational Plan and Budget annually, identifying the activities to be carried out over a 12 month period, the associated expenditure, and the key performance targets and measures that will be used to report progress.
- finalise review of the North Sydney Local Environment Plan and Development Control Plan - Council's strategic land use policies and development framework for the municipality, to also reflect the Community Strategic Plan.
- review existing and develop new sub-plans and strategies. Future documents produced by Council and subsequent decisions made by Council will be tested against the Community Strategic Plan to ensure that Council is working towards the achievement of the community's vision.
- educate and engage the North Sydney community about the plan to encourage a sharing of ideas, awareness and openness.
- work together with the community and other government and non-government organisations to align their plans with community aspirations.

The following diagram illustrates how Council's integrated planning and reporting framework as well as sub-plans and strategies link with the Community Strategic Plan:



Source: DLG IPR Manual March 2013

Monitoring and reporting is vital to the success of the Community Strategic Plan and the achievement of sustainable outcomes. Council is committed to monitoring North Sydney's social, environmental, economic and governance performance to see how North Sydney is working towards the vision of sustainability. Council will continually track, assess and reporting our progress towards the plan.

PERFORMANCE REPORTING

Progress towards implementation of the desired outcomes and strategies in the plan will be monitored and reported by Council to the community every four years. An End of Term Report will be prepared in 2016 ahead of the next local government election. The report will track a range of sustainability

indicators - social, environmental, economic and governance - allowing us to see whether we are actually making progress towards our shared vision.

Council reviews and reports quarterly to the community on Council's progress against the Delivery Program by measuring performance against specific indicators and progress of current projects outlined in the annual Operational Plan. The Annual Report reports on Council's performance for the financial year. These plans and reports are available at Council's Customer Service Centre and Stanton Library and are also available from Council's website.

QUADRENNIAL REVIEW

Whilst the desired outcomes and strategies are firmly established through consultation, the appropriateness and effectiveness of planned strategies need to be continually assessed over the lifespan of the Community Strategic Plan and changed if necessary.

The next review of the plan will commence within one year of next local government elections. As stated above, the plan is a living document that is reviewed every four years to take account of changing local issues and will involve further community consultation to ensure that it remains reflective of the community's aspirations.

The targets and measures are also reviewed every four years to ensure we are on the right track for moving towards the community's vision, as we gradually improve our capacity to set, measure, achieve and report against targets.

Community involvement in the planning process will remain ongoing with a framework being established for further consultation and input. One feedback mechanism is Council's Customer Satisfaction Survey. Council periodically conducts a Customer Satisfaction Survey to determine community satisfaction with its services and views on a number of topical local issues. Past survey findings are available from Council's website.

The incoming council will use the End of Term Report to inform the development of the next Community Strategic Plan and consider whether anything has significantly changed. If these changes have implications for the Community Strategic Plan, they are brought to the attention of the community during the community engagement process. This feedback will also be used in the review and development of Council's next Delivery Program.

HOW YOU CAN BE INVOLVED?

If you or your organisation, community group or committee want to help to achieve the North Sydney community's long term vision, you can do the following: ·

- clarify the role your organisation, community group or committee will adopt under appropriate outcomes and strategies.
- identify initiatives which your organisation, community group or committee is interested in promoting relating to the outcomes and strategies.
- check your organisation's strategic plan to see where a closer fit with the Community Strategic Plan is possible.
- consider ideas and projects you could undertake to achieve our community's aspirations.
- talk to your local councillor about the Community Strategic Plan and activities happening in your local area.



APPENDIX 1: TERMS USED

In the context of this Community Strategic Plan the following definitions apply:

Actions/Activities	<p>Actions/activities are the projects and services Council undertakes to implement the strategies established by the Community Strategic Plan.</p> <p>A project is a specific initiative that Council proposes to implement to achieve an outcome. Projects have a short term focus, generally within a set budget and having a finite duration defined by planned start and finish dates.</p> <p>Services are the activities Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.</p>
Advocate	A stakeholder acts as an advocate when they make representations on behalf of the community to a range of organisations such as other levels of government.
Affordable housing	Low cost housing for sale or rent, often provided by a housing association.
Annual Report	The annual review of Council's performance as measured against the Operational Plan.
Biodiversity	The diversity of plant and animal life in a particular habitat (or in the world as a whole).
CBD	Refers to the Central Business District in the suburb of North Sydney, which is the economic centre of the North Sydney local government area.
Civic Leadership	In the Integrated Planning and Reporting Framework the fourth element in quadruple bottom line, known as 'governance' is described as "civic leadership"; this term has been chosen to indicate it relates not only to the way that Council will interact with the Community Strategic Plan, but also the way that members of the community might become involved in delivering some of the Plan's outcomes.
Community	Broadly refers to any specific socially or geographically defined sectors of the North Sydney community that may have an interest in or be affected by the workings of Council. These may include residents and ratepayers/land owners, business owners and operators, people who work in the local government area, visitors (including tourists and shoppers), government agencies, users of Council services, local community groups and associations (including sporting, church and charity groups).
Community engagement	The process of purposeful and timely information exchange between the Council and the community, where input/feedback is gathered through consultation mechanisms is taken into consideration in Council's decision making processes. Community consultation in developing the Community Strategic Plan and Delivery Program is a prerequisite of the plans.
Community Transport	Vehicular movements of people by not for profit organisations and bodies, refers most often to bus services provided by Council and community service providers.
Council	Describes North Sydney Council.
Customer Satisfaction Survey	The results of qualitative and quantitative research undertaken to ascertain customer satisfaction with a number of aspects of Council's service provision. Conducted biennially.
Delivery Program	A plan that complies with the relevant provisions of the Local Government Act and identifies Council's strategic direction and outcomes for at least 4 years into the future. It summarises the projects, performance measures and resources required to deliver these activities for the years of the plan.
Directions	The five primary areas Council is focused on to achieve the vision. They represent the major challenges and opportunities that the community has identified as needing to be addressed in North Sydney. However, they do not set specific milestones or determine ways to get there. The Directions are reviewed every four years.
Diversity	Variety in people and community members, of different ages, origins, backgrounds, sexes, religions and culture.

Ecologically Sustainable Development (ESD)	Using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.
Ecosystems	A specific area of size in which climate, landscape, animals and plants share the same habitat. Ecosystems can be permanent or temporary.
Funder	Contribute funds and/or resources towards a project or service that is delivered with other parties which help to achieve the outcomes for North Sydney. Council's funding
Governance	The values, policies and procedures a council and its staff adopt, to provide ethical, transparent and accountable local governance.
Green Travel Plan	A package of projects aimed at reducing car travel.
Greenspace	All vegetated land within the local government area, including bushland and natural areas, parkland and sportsfields, road verges and traffic islands, backyards, courtyards, gardens and plazas.
Infrastructure	Typically large, interconnected networks of portfolios of assets such as roads, drainage and recreational facilities. They are generally comprised of components and sub-components that are usually renewed or replaced individually to continue to provide the required level of service from the network. These assets are generally long lived, are fixed in place and often have no market value.
Leader	Lead by example through best practice.
Levels of Service	The standard to which services are provided and performance may be measured. Service levels usually relate to productivity, quality, quantity, reliability, responsiveness, acceptability and cost.
Local Environment Plan	The plan (made under the Environmental Planning and Assessment Act 1979) that establishes the framework for future development within the local government area of North Sydney.
Mission	The purpose of Council and what it should be doing and for whom it does it.
North Sydney	Describes the entirety of the North Sydney local government area.
Open Space	A spatial concept that typically includes parks, gardens, trials, habitat corridors, foreshore area, waterways, utility reserves, sportsgrounds and conservation areas.
Operational Plan	Annual Operational Plans document the services, projects and performance targets and measures that Council will undertake to contribute towards the outcomes and strategies set out in the Community Strategic Plan.
Outcome	A goal that needs to be achieved in the longer term in order to achieve the community vision. An outcome is broad. It states what is to be achieved but not how it is to be achieved.
Owner/Custodian	Manage community assets including buildings, facilities, public space and reserves.
Partner	Collaborator or associate engaged in the delivery of strategies, projects or programs which help to achieve the outcomes for North Sydney.
Policies	Statements of Council's principles in relation to a specific activity/issue, supported by procedures which are guidelines to be followed in the achievement of policy.
Quadruple Bottom Line	<p>Quadruple Bottom Line (QBL) acknowledges that an organisation has impacts on society, the environment and financially on its stakeholders. Local government's governance responsibilities provide a fourth area of impact.</p> <p>QBL is a reporting device and an approach to decision making (eg the use of reporting and decision making tools) to understand the social, environmental, economic and governance implications of decisions across council activities.</p>

APPENDIX 1: TERMS USED

Recreation	Activities that people undertake for enjoyment in their own free time; not based on formal competition and/or organised administration; and that lack formal sets of rules.
Regulator	The stakeholder responsible for control and supervision of a particular activity or area of public interest. Council's regulatory role is to operate under and enforce a range of legislation.
Resourcing Strategy	Financial and non-financial resources for the next ten years that are required to achieve the outcomes.
Service Provider	Fully or partially fund and provide a service.
Strategic	Having a carefully devised plan of action to achieve an outcome, or possessing the skill of developing or carrying out such a plan.
Strategic direction	A broad statement of what the community would like to see happen in the long term. At North Sydney Council they are referred to as "Directions". They chart direction, show where the organisation is going, and point toward a broad destination. However, they do not set specific milestones or determine ways to get there.
Strategies	A way of achieving the outcomes or target. Each outcome will be supported by one or more strategies. Some strategies may support more than one outcome. A strategy should be achievable within a timeframe, measurable and resourced.
Streetscapes	The appearance of the street as a whole incorporating the road, curb and gutter, verges, fences, trees and house frontages.
Sustainability	Maintaining and enhancing quality of life, while ensuring the viability of the community, now and in the future, through an integrated consideration of social, environmental, economic and governance factors.
Sustainability Indicators	High level measures that measure progress toward achievement of outcomes and strategies. They are influenced by many factors outside of Council control. This measuring provides information for North Sydney as a whole.
Target	A realistic, attainable and quantifiable level of performance assigned to an activity or indicator to be attained at a specific future date, the attainment of which will indicate good performance in working towards the outcomes identified in the Community Strategic Plan.
Values	The beliefs, commitments, principles and philosophies that underpin how Council conducts itself in carrying out its day to day business and guide Council's everyday decision making.
Vision	An image of where the community wants to be. It is a common picture of a community's environmental, social and economic future that is sufficiently long term to allow substantial change from past and current patterns. Focuses the attention and resources of Council on some desired future which can be visualised but not yet realised. It outlines what Council is committed to. All aspects of Council business should contribute towards achieving the vision.

List of Acronyms

CBD - Central Business District

CSP - Community Strategic Plan

LGA - Local Government Area

NSROC - North Sydney Regional Organisation of Councils

QBL - Quadruple Bottom Line

APPENDIX 2: COMMUNITY PRIORITIES SUMMARY

The following priorities and issues were raised during the Community Engagement process:

Priority	Related Strategies
Aboriginal culture/site management	4.4.1
Access - universal/disability	4.7.6, 4.8.3, 4.9.1
Access to information	4.8.1, 4.8.4, 4.9.2, 5.3.1, 5.3.2
Active ageing	1.5.1, 2.2.6, 4.10.2, 4.10.3
Affordable housing	4.10.1, 4.10.2
After hours activity	2.5.4, 3.1.1
Aged/seniors services	2.2.6, 4.7.1, 4.7.2, 4.7.3, 4.7.7, 4.8.4
Arts and culture	4.1.2, 4.3.1, 4.3.2, 4.3.3, 4.3.4, 4.3.5, 4.3.6
Asset management/infrastructure	2.1.1, 2.1.2, 2.1.3
Beautification/attractiveness	1.1.2, 1.2.1, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.4.1
Bike facilities/cycleways	2.5.1, 2.5.2, 2.5.5, 2.5.6, 2.5.7
Business mix	3.1.1, 3.1.2
Bushland management/nature	1.1.1, 1.1.2
Carbon footprint/reduction	1.4.1, 1.4.2, 1.4.4, 1.4.5
CBD marketing	3.2.1, 3.3.5
CBD planning	3.1.3, 3.2.2, 3.3.1
Children's services/childcare	4.7.1, 4.7.2, 4.7.4, 4.7.5
Climate change	1.4.6
Commercial centres/villages	2.3.5, 2.7.1, 3.1.5, 3.2.1, 3.2.2, 3.3.4
Communication/promotion	4.2.3, 4.8.1, 5.4.1, 5.4.2
Community development	4.1.1, 4.7.2, 4.7.4
Community engagement/participation	5.3.3
Community facilities	4.8.3

Priority	Related Strategies
Community/rooftop gardens	1.2.3
Community grants/donations	4.8.5
Community safety	2.2.5, 2.6.1, 4.9.2, 4.9.3, 4.9.4, 4.9.5
Community transport	4.7.6, 4.7.7
Companion animals/facilities for dogs	1.5.2
Compliance	1.4.7, 2.2.5
Corporate planning	5.1.1, 5.1.2
Councillor interaction	5.3.1
Council's performance	5.1.1, 5.1.2, 5.2.1
Cultural diversity	4.2.1, 4.2.2, 4.2.3
Customer service	5.5.1
Design excellence	2.2.3
Development applications	2.2.2, 2.2.3, 2.2.4
Economic development	3.1.1
Education/schools/lifelong learning	1.1.2, 4.5.1, 4.5.2, 4.5.3, 4.5.4
Employment	3.1.3
Environmental programs	1.1.2, 1.4.4
Festivals and events	3.3.1, 3.3.2, 3.3.3, 4.1.2
Financial management	5.2.1
Footpaths	2.1.1, 2.1.2
Foreshore access	1.5.3
Governance	5.3.6
Greenspace	1.2.1, 1.2.3
Health and wellbeing	2.2.5, 4.7.3, 4.7.5
Heritage conservation	2.4.1, 2.4.2, 4.4.1
Historical buildings	2.4.1, 4.4.1, 4.4.3
Housing/accommodation	4.10.1, 4.10.2, 4.10.4

APPENDIX 2: COMMUNITY PRIORITIES SUMMARY

Priority	Related Strategies
Land use planning	2.2.1, 2.2.2, 2.2.4, 3.1.2
Lighting	2.1.4, 2.3.3
Library services	4.6.1, 4.6.2
Lobbying/advocacy	5.1.4, 5.1.5
Markets	4.1.2
Motor vehicle impact	2.5.1, 2.5.2, 2.5.3
Nature	1.1.1, 1.2.1
Online engagement	5.4.2
Online forms/services	5.5.1, 5.5.2
Open government	5.3.1, 5.3.2
Open space	1.5.1, 1.5.2
Parking	2.7.2, 2.7.2, 2.7.3
Partnerships/collaboration	3.1.4, 3.3.3, 4.7.4, 5.1.3
Pedestrians	2.5.1, 2.5.2
Performance spaces	4.3.2
Philanthropy	4.8.6
Planning controls	2.2.1, 2.2.2
Playgrounds	1.5.1, 1.5.2
Pollution - air, noise and water	1.4.7
Public art	3.3.4, 4.3.5
Public space/domain	2.1.4, 3.2.2, 4.1.2
Public transport	2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.6.2
Rates/levies/fees and charges	5.5.1, 5.5.2
Recreation/leisure - active and passive	1.5.1, 1.5.2, 4.7.2, 4.7.6
Recycling/reuse	1.4.1, 1.4.2, 1.4.3
Reduced energy and water consumption	1.4.1

Priority	Related Strategies
Rehabilitation services/facilities	4.7.3
Retail/shopping locally	2.3.1, 2.3.2, 2.3.5, 2.7.1, 3.1.1, 3.1.5
Risk management	1.4.6, 2.1.1, 5.7.1, 5.7.6
Road safety	4.9.5
Sense of community	2.3.4, 4.1.1, 4.1.2, 4.1.3, 4.2.2, 4.6.2, 5.3.3
Social isolation	4.1.1, 4.1.3
Social media	5.4.1, 5.4.2
Sports facilities	1.5.1, 1.5.2, 3.3.2
Stewardship	1.4.4, 2.3.4, 2.3.5, 3.1.5, 4.5.5
Street furniture/picnic tables/public amenities	1.4.1, 2.1.1, 2.2.4
Streetscapes	2.3.1, 2.3.2, 2.3.3, 2.3.5
Sustainable transport	2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.5.5, 2.5.6, 2.5.7
Sustainability/green technology	1.4.1
Technology	5.5.2
Tourism/attractions	3.3.1, 3.3.2, 3.3.5
Traffic congestion/management	2.6.1, 2.6.2, 2.6.3
Transport interchange	2.5.3, 2.6.3
Tree/canopy cover	1.2.1
Underground cabling	2.1.5
Urban consolidation	2.2.1, 2.2.2
Volunteers/volunteering	1.1.1, 4.5.5
Walkable communities	1.5.1, 1.5.3, 2.5.1, 2.5.3, 2.5.5, 4.7.1
Waste management	1.4.1, 1.4.2, 1.4.3
Wildlife	1.1.1, 1.1.2
Young people/services	4.1.2, 4.7.1, 4.7.2, 4.7.4

APPENDIX 3: LINKS WITH NSW 2021 - STATE PLAN

The following matrix shows how the community's desired outcomes, as outlined in the Community Strategic Plan, contributes to the achievement of the strategies and goals of NSW 2021: A Plan To Make NSW Number One September 2011). For more information visit <http://www.2021.nsw.gov.au>

NSW 2021			Related Outcomes
Strategies		Goals	
Rebuild the Economy		1. Improve the performance of the NSW economy	3.1
		2. Rebuild State finances	n/a
		3. Drive economic growth in regional NSW	3.1
		4. Increase the competitiveness of doing business in NSW	3.1, 3.2
		5. Place downward pressure on the cost of living	3.1, 4.10
		6. Strengthen the NSW skill base	3.1, 4.5
Return Quality Services	Transport	7. Reduce travel times	2.5, 2.6
		8. Grow patronage on public transport by making it a more attractive choice	2.5, 2.6
		9. Improve customer experience with transport services	2.5, 2.6
		10. Improve road safety	4.7
	Health	11. Keep people healthy and out of hospital	4.7
		12. Provide world class clinical services with timely access and effective infrastructure family and community services	4.7
	Family and Community Services	13. Better protect the most vulnerable members of our community and break the cycle of disadvantage	4.1, 4.5, 4.7, 4.8, 4.9, 4.10
		14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	2.2, 4.9
	Education	15. Improve education and learning outcomes for all students	4.5
	Police and Justice	16. Prevent and reduce the level of crime	2.3, 4.9
		17. Prevent and reduce the level of re-offending	2.3, 4.9
		18. Improve community confidence in the justice system	n/a
Renovate Infrastructure		18. Improve community confidence in the justice system	2.1, 2.2, 2.3, 2.5, 2.6
		20. Build liveable centres	2.1, 2.2, 2.3, 2.5
		21. Secure potable water supplies	1.4

APPENDIX 3: LINKS WITH NSW 2021 - STATE PLAN

NSW 2021		Related Outcomes
Strategies	Goals	
Strengthen our Local Environment and Communities	22. Protect our natural environment	1.1, 1.2, 1.3, 1.4, 1.5
	23. Increase opportunities for people to look after their own neighbourhoods and environments	1.1, 1.2, 1.4, 2.3
	24. Make it easier for people to be involved in their communities	2.3, 3.1, 4.1, 4.2, 4.3, 4.7, 4.8, 5.3
	25. Increase opportunities for seniors in NSW to fully participate in community life	2.2, 4.7, 4.8, 4.9
	26. Fostering opportunity and partnership with Aboriginal people	4.4, 4.7
	27. Enhance cultural, creative, sporting and recreation opportunities	1.5, 4.1, 4.2, 4.3, 4.7
	28. Ensure NSW is ready to deal with major emergencies and natural disasters	1.4, 4.9, 5.7
Restore Accountability to Government	29. Restore confidence and integrity in the planning system	2.2, 5.3
	30. Restore trust in State and Local Government as a service provider	5.1, 5.2, 5.3, 5.4, 5.5
	31. Improve government transparency by increasing access to government information	5.3
	32. Involve the community in decision making on government policy, services and projects	5.3

APPENDIX 4: LINKS WITH DRAFT METROPOLITAN STRATEGY 2013

The following matrix shows how the community's desired outcomes, as outlined in the Community Strategic Plan, contribute to the achievement of the priorities of *Draft Metropolitan Strategy* (2013). The Metropolitan Strategy will be supported a subregional strategy applicable to the Northern Sydney region in due course. Note: Submissions responding to the draft strategy close on 31 May 2013. For more information visit <http://strategies.planning.nsw.gov.au/MetropolitanStrategyforSydney.aspx>

Draft Metropolitan Strategy 2013	Related Outcomes
Key Areas for Change	
Centres - plans for a range of centres across metropolitan Sydney that will grow and change over time	2.2
Homes - planning for at least 545,000 additional homes by 2031	2.2
Jobs - planning for at least 625,000 new jobs by 2031	3.1
Transport - future Sydney will be easier to get around, with improved cross-city transport	2.5, 2.6
Infrastructure - delivering infrastructure, such as schools and health services, alongside new jobs and housing will be critical in helping to build a more liveable city	2.1, 4.10
Environment - Sydneysiders will have more opportunities to access parks, waterfront areas and other open spaces. This will help us all enjoy a healthier lifestyle.	1.2, 1.5, 4.7

APPENDIX 5: LINKS WITH NORTHERN SYDNEY REGIONAL ACTION PLAN 2012

The following matrix shows how the community's desired outcomes, as outlined in the Community Strategic Plan, contributes to the achievement of the priorities of *Northern Sydney Regional Action Plan* (December 2012). For more information visit <http://www.2021.nsw.gov.au/regions/northern-sydney>

Northern Sydney Regional Action Plan		Related Outcomes
Priorities	Actions	
Improve road and public transport connections with other parts of Sydney	NSW Long Term Transport Master Plan	2.6
	Continue work on the North West Rail Link	n/a
	Develop an integrated public transport ticketing system	2.5
	Construct dedicated rail freight lines	n/a
	Regional level planning for cycling networks in proximity to employment centres	2.5
	Improve performance and monitoring of Metro Bus services	2.5
	Delivery road upgrades to improve traffic flow	2.6
Build liveable cities	Improving land supply for housing in the Northern Sydney region	2.2
	Affordable housing and seniors housing for the Northern Sydney region	2.2, 4.10
	Enhanced community recreation facilities	1.5, 4.7
	Delivering enhanced regional infrastructure	2.1
Improving social connections, support for vulnerable communities and the ageing	Explore options for a new secondary school in the Lower North Shore	4.5
	Maximise the community's use of public facilities and other spaces	4.8
	Improved planning and coordination of services working with families and children	4.8
	Develop a Northern Sydney Regional Youth Strategy to deliver integrated services to meet the needs of young people	4.8
	Increase capacity of services to support people with a disability	4.8, 4.9
	Improve support for Aboriginal and Torres Strait Islander and culturally and linguistically diverse communities	4.2, 4.7
	Develop a North Sydney Ageing Strategy	4.7
	Take local action to prevent crime	2.3, 4.9

APPENDIX 5: LINKS WITH NORTHERN SYDNEY REGIONAL ACTION PLAN 2012

Northern Sydney Regional Action Plan		Related Outcomes
Priorities	Actions	
Increased community access to open space and protect the natural environment and waterways	Protect built assets and public safety from flood hazards	1.4, 4.9, 5.7
	Threatened species recovery programs and actions	1.1
	Improve community access to Sydney Harbour Foreshore recreational land	1.5
	Develop regional waste strategies	1.4
	Sewerage services for the communities of Cowan, Galston and Glenorie	n/a
Grow the economy	Reinvigorate urban centres to create liveable communities and boost the local economy	2.2, 2.3, 3.1
	Industry Action Plans to support industry sectors with the region	3.1
	Provide support to small businesses	3.1, 3.2
	Support increased productivity by cutting government red tape	5.1
Improve access to healthcare	Improved primary health care for the aged	4.8
	Improve support for young people	4.8
	Redevelopment of Hornsby Ku-ring-gai Hospital	n/a
	Improve access to mental health services and deliver the new Head Space consortium	4.7
	Support the Northern Health and Medical Research Hub	4.7

APPENDIX 6: LINKS WITH NSROC REGIONAL PRIORITIES 2012

The following matrix shows how the community's desired outcomes, as outlined in the Community Strategic Plan, contribute to the achievement of the priorities and directions of NSROC Regional Priorities document (March 2012). For more information visit <http://www.2021.nsw.gov.au/regions/northern-sydney>.

NSROC Regional Priorities	Related Outcomes
1. Critical transport infrastructure projects including completion of the North West Rail link, the Chatswood-Parramatta rail link and the F3-M2 freeway link	2.5
2. Reforming the state bus transport monopolies to allow financially viable local community transport services	2.5, 2.6
3. Provide for ageing including meeting the demand for aged care homes and upgrading community facilities to suit ageing needs	2.2, 4.10
4. Maintaining open space and community facilities in increasingly populated areas and opening State government land sales to public scrutiny	1.5
5. Reinvigorate existing business centres and commercial parks into more vibrant areas with night time economies and cultural hubs	3.1
6. Develop a regional sustainable waste treatment and resource recovery system	1.4
7. Encourage regional collaboration of NSROC councils to maximize opportunities and savings	5.1

NSROC Regional Directions	Related Outcomes
1. Economy and Business	3.1, 3.2, 3.3
2. Sustainability and Environment	1.1, 1.2, 1.2, 1.4, 1.5, 2.5
3. Community and Social	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10
4. Planning and Infrastructure	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7
5. Governance	5.1, 5.2, 5.3, 5.4, 5.5

APPENDIX 7: SUSTAINABILITY INDICATORS

Indicators in the Community Strategic Plan have been grouped according to the element of sustainability (QBL) to which they most relate:

Environment	
EN01	Percentage of bushland under active management
EN02	Proportion of North Sydney with native vegetation
EN03	Number of fauna species listed as threatened
EN04	Number of fauna species listed as endangered
EN05	Number of flora species listed as threatened
EN06	Number of flora species listed as endangered
EN07	Percentage of canopy cover
EN08	Percentage of compliance with the Australian and New Zealand Environment Conservation Council (ANZECC) guidelines for water quality at Council's water quality monitoring sites
EN09	Tonnes of rubbish removed by Council pollution control devices
EN10	Percentage of participants satisfied with environmental education programs
EN11	Percentage decrease in electricity use by residents compared with 2011/12 levels
EN12	Percentage decrease in electricity use by businesses compared with 2011/12 levels
EN13	Percentage increase in residential waste diverted from landfill compared with 2011/12 levels
EN14	Percentage reduction in water use by residents compared with 2009/10 levels
EN15	Percentage reduction in water use by businesses compared with 2009/10 levels
EN16	Number of participants in residential, school, community groups and business sustainability programs
EN17	Percentage reduction in greenhouse gas emissions generated by the community compared with 2007/08 levels

Environment	
EN18	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities at parks/open spaces, Council buildings and community facilities
EN19	Number of days when polluting concentration exceeds National Environment Protection Measure (NEPM) guidelines
EN20	Hectares of open space per resident

Social	
S01	Number of noise complaints
S02	Percentage of residents satisfied with the maintenance of maintenance of parks, ovals and bushland areas
S03	Percentage of users satisfied with Council's recreation facilities
S04	Percentage of users satisfied with North Sydney Olympic Pool
S05	Percentage of residents satisfied with land use and quality of development
S06	Number and type of dwellings
S07	Number of additional dwellings
S08	Percentage of residents satisfied with the maintenance of local roads and footpaths
S09	Percentage of residents satisfied with the cleanliness of local roads and footpaths
S10	Percentage of residents satisfied with accessibility and appearance of public areas
S11	Road pavement condition index
S12	Percentage of footpaths in 'excellent' or 'good' condition
S13	Percentage of drainage in 'excellent' or 'good' condition
S14	Percentage of residents satisfied with the look and amenity of North Sydney

APPENDIX 7: SUSTAINABILITY INDICATORS

Social	
S15	Number of items listed on the heritage schedule
S16	Percentage of residents satisfied with retention of heritage items
S17	Percentage of workers taking public transport to work
S18	Percentage of workers walking or cycling to work
S19	Percentage of residents taking public transport to work
S20	Percentage of residents walking or cycling to work
S21	Number of motor vehicle registrations registered in North Sydney
S22	Number of car share vehicles in North Sydney
S23	Percentage of residents satisfied with pedestrian and cycle paths
S24	Length (km) of pedestrian and cycling paths
S25	Percentage of residents satisfied with traffic flow throughout North Sydney
S26	Percentage of residents satisfied with parking provision
S27	Median weekly household income
S28	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney
S29	Percentage of residents who are employed
S30	Labour force participation rate
S31	Percentage of residents with tertiary qualifications
S32	Percentage of residents who feel a sense of community in North Sydney
S33	Percentage of residents satisfied with Council run community events

Social	
S34	Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney
S35	Percentage of residents satisfied with the range of public art in North Sydney
S36	Number of Aboriginal cultural heritage sites
S37	Percentage of adults in North Sydney involved in volunteering
S38	Percentage of residents who are an active member of Stanton Library
S39	Percentage of users satisfied with Stanton Library
S40	Life expectancy at birth: in years, for males and females separately
S41	Percentage of residents undertaking adequate physical activity
S42	Rates of the following diseases, per 100,000 population: 1. cardiovascular disease 2. diabetes 3. cancer 4. respiratory disease
S43	Ratio of childcare places to population of children aged 0-5 years resident in North Sydney
S44	Ratio of primary school places to population of primary aged children resident in North Sydney
S45	Percentage of residents satisfied with community centres and facilities
S46	Percentage of residents satisfied with Council's provision of children's services
S47	Dollar amount of financial support provided by Council to community groups
S48	Percentage of residents who feel safe in North Sydney

APPENDIX 7: SUSTAINABILITY INDICATORS

Social	
S49	Rate of the following offences per 100, 000 residents in North Sydney: 1. assault - non domestic violence 2. sexual 3. assault - domestic violence 4. robbery 5. break and enter 6. motor vehicle theft
S50	Number of road traffic fatalities
S51	Number of road traffic major injuries
S52	Number of pedestrian fatalities
S53	Number of pedestrian injuries
S54	Number of traffic collisions within North Sydney per year
S55	Median house sale price Median flat/unit sale price
S56	Ratio of affordable housing as a proportion of total housing within North Sydney
S57	Ratio of aged care places per 1,000 older residents

Economic	
EC01	Percentage of businesses satisfied with land use and quality of development
EC02	Percentage of businesses satisfied with the maintenance of local roads and footpaths
EC03	Percentage of businesses satisfied with the cleanliness of local roads and footpaths
EC04	Percentage of businesses satisfied with the look and amenity of North Sydney
EC05	Percentage of businesses satisfied with traffic flow throughout North Sydney
EC06	Percentage of businesses satisfied with parking provision
EC07	Office and retail occupancy and vacancy rates

Economic	
EC08	Percentage of businesses that feel North Sydney is a good place to do business
EC09	Net growth (square metres) of commercial floor space in the CBD
EC10	Net growth (square metres) of commercial floor space
EC11	Dollar value of commercial construction
EC12	Percentage of businesses satisfied with the look and amenity of the public domain
EC13	Number of businesses by industry division
EC14	Local estimates of unemployment (unemployment rate)
EC15	Percentage of residents working and living in North Sydney as a proportion of employed residents living in North Sydney
EC16	Ranking of North Sydney CBD against other major commercial centres

Governance	
G01	Percentage of residents aware of CSP
G02	Percentage of businesses aware of CSP
G03	Percentage of residents satisfied with North Sydney's strategic direction
G04	Percentage of businesses satisfied with North Sydney's strategic direction
G05	Amount of grant funding or sponsorship received by Council
G06	Operating balance ratio
G07	Rates and Annual Charges coverage ratio
G08	Unrestricted current ratio
G09	Building and Infrastructure renewal ratios
G10	Debt service ratio
G11	Broad liabilities ratio

APPENDIX 7: SUSTAINABILITY INDICATORS

Governance	
G12	Percentage of residents satisfied with Council's community engagement processes
G13	Percentage of businesses satisfied with Council's community engagement processes
G14	Number of attendees at Precinct Committee meetings
G15	Percentage of residents aware of Precinct System
G16	Percentage of businesses aware of Precinct System
G17	Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes
G18	Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes
G19	Percentage of households in North Sydney that have a broadband, dial-up or another type of internet connection
G20	Percentage of residents satisfied with communications from Council
G21	Percentage of residents from countries where English is not the first language
G22	Percentage of businesses satisfied with communications from Council
G23	Percentage of residents satisfied with Council's service delivery
G24	Percentage of businesses satisfied with Council's service delivery

MY VISION FOR NORTH SYDNEY

When I grow up North Sydney will look like...



Jennifer, age 11, Crows Nest

MY VISION FOR NORTH SYDNEY

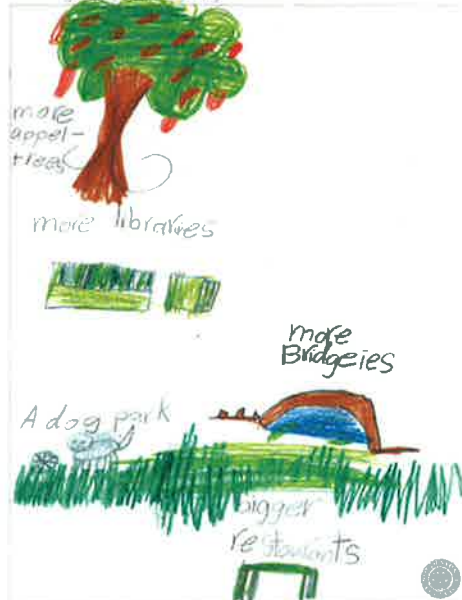
When I grow up North Sydney will look like...



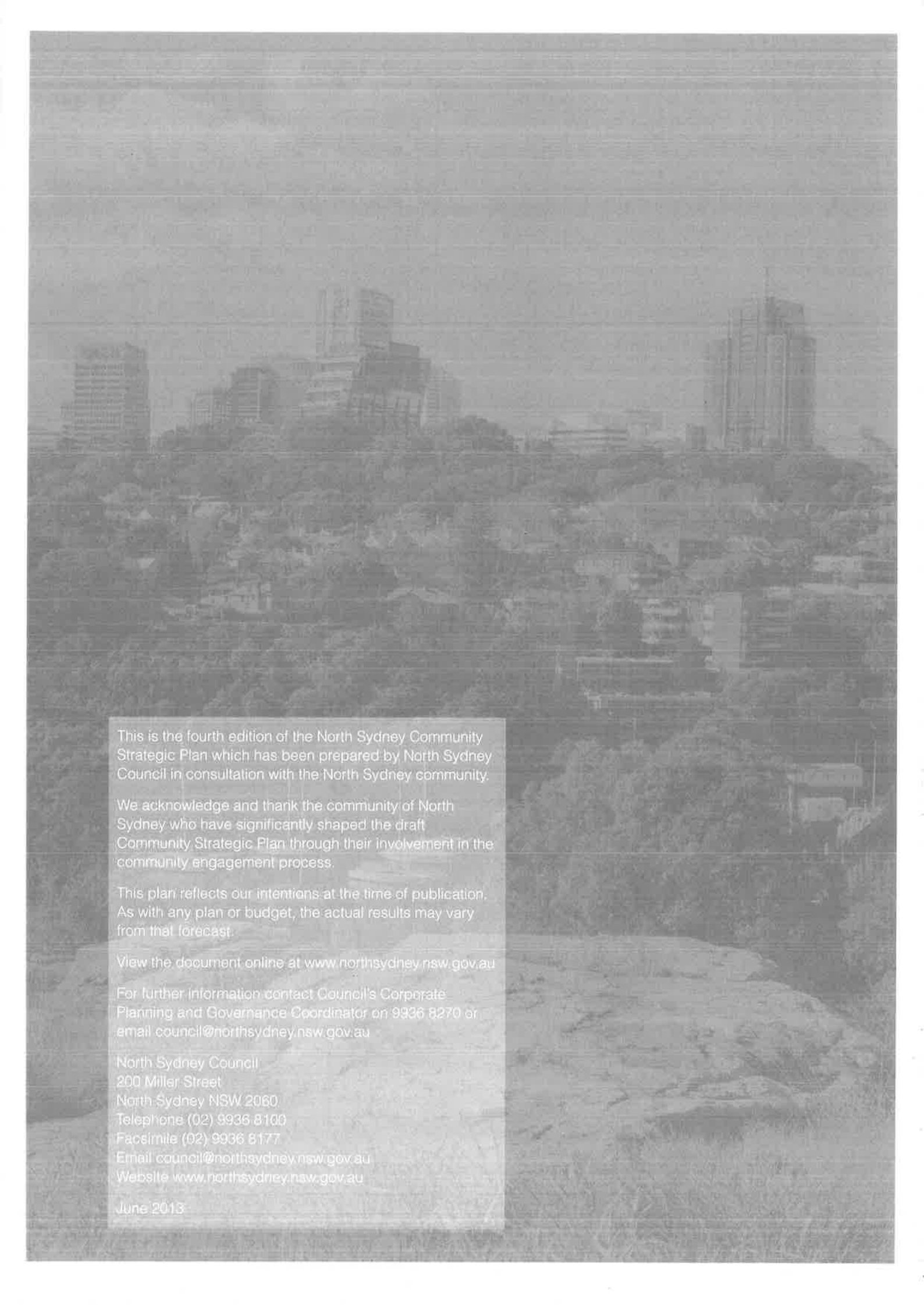
Harry, age 9, Balmain, Shore School

MY VISION FOR NORTH SYDNEY

When I grow up North Sydney will look like...



Zaya, age 6, Wollstonecraft



This is the fourth edition of the North Sydney Community Strategic Plan which has been prepared by North Sydney Council in consultation with the North Sydney community.

We acknowledge and thank the community of North Sydney who have significantly shaped the draft Community Strategic Plan through their involvement in the community engagement process.

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

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June 2013