

**DECISION OF 3713th COUNCIL MEETING
HELD ON TUESDAY 29 JANUARY 2019**

10. GMO01: Proposed Special Variation to General Income and Minimum Rate Increase Applications – Consultation Outcomes

Report of Jenny Gleeson, Manager Integrated Planning and Special Projects
Council at its meeting of 29 October 2018 confirmed its intent to apply to IPART for a special rate variation (SRV) and minimum rate increase effective from 2019/20; enabling community engagement to occur between 1 November 2018 and 16 January 2019. Council also resolved to endorse the public exhibition of amendments to the *North Sydney Council Resourcing Strategy 2018/19-2027/28* and the *North Sydney Council Delivery Program 2018/19-2020/21*, as well as the *Draft Revenue Policy 2019/20*. All documents were exhibited from 1 November 2018 to 16 January 2019.

The purpose of this report is to:

- a) present the community engagement outcomes; and for the Council to determine whether to proceed with submitting a combined application to the Independent Pricing and Regulatory Tribunal (IPART) for a SRV and minimum rate increase (enabling the increase to be applied equally to the minimum general rate) effective from 2019/20. Applications to IPART close on 11 February 2019.
- b) present the submissions received during the public exhibition of the *Amended Resourcing Strategy 2018/19-2027/28*, the *Amended Delivery Program 2018/19-2020/21*, and the *Draft Revenue Policy 2019/20*; and to seek final adoption of the plans.

The full financial implications of the various scenarios are addressed in detail within the amended Delivery Program and Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019. In summary:

- Scenario 1 (annual rate peg increase) would result in Council being required to address a funding shortfall of \$6.7 million over 5 years. This would result in a reduction in service levels and prevent Council from applying additional funding to address the increasing amount of public infrastructure categorised as condition 5 (very poor condition requiring significant renewal - very high risk).
- Scenario 2 (5.5% per annum SRV for 5 years, inclusive of the annual rate peg) would enable maintenance of existing services, increase asset renewals by an additional \$9.3 million over the life of the SRV and allocate an additional \$5.8 million to complete high priority projects, as specified in the amended Delivery Program.
- Scenario 3 (7% per annum SRV for 5 years, inclusive of the annual rate peg) would enable maintenance of existing services, increase asset renewals by an additional \$14.3 million over the life of the SRV and allocate an additional \$12.75 million to complete high priority projects, as specified in the amended Delivery Program.

Council's *Delivery Program 2018/19-2020/21* and *Resourcing Strategy 2018-2028* (including the Long Term Financial Plan) have been developed in accordance with Integrated Planning and Reporting (IPR) framework guidelines and the *North Sydney Community Strategic Plan 2018-2028*.

Scenario 1 is not considered financially sustainable as further reductions in expenditure or revenue increases would still be required at the end of the 5-year period and infrastructure condition would deteriorate from lack of renewal funding. Scenarios 2 and 3 would enable Council to remain financially sustainable over the medium to long term. Scenario 3 provides greater capacity to address deteriorating asset condition, meet high community expectations with delivery of public space improvements and place Council in a more robust position to respond to any emerging financial shocks.

Recommending:

1. THAT Council proceed with submitting to IPART a combined application for an SRV and minimum rate increase, in accordance with preferred Scenario 3. This is for an SRV and minimum rate increase of 7% per annum for five (5) years effective from the commencement of the 2019/20 financial year.

2. THAT the Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that some pages must be updated if the Council resolves to proceed with an alternate scenario]*.

3. THAT the Delivery Program, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that some pages must be updated if the Council resolves to proceed with an alternate scenario]*.

4. THAT the Revenue Policy 2019/20, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that the final policy must be updated if the Council resolves to proceed with an alternate scenario and that it will be subsequently updated prior to 1 July 2019 pending the rate-in-the dollar review]*.

Ms J Christie, Mr B May, Ms J Bridge, Mr M Jones and Ms G Pemberton addressed Council.

A Motion was moved by Councillor Mutton and seconded by Councillor Barbour,

1. THAT Council proceed with submitting to IPART a combined application for an SRV and minimum rate increase, in accordance with preferred Scenario 3. This is for an SRV and minimum rate increase of 7% per annum for five (5) years effective from the commencement of the 2019/20 financial year.

2. THAT the Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3.

3. THAT the Delivery Program, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3.

4. THAT the Revenue Policy 2019/20, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3.

The Motion was put and **carried**.

Voting was as follows:

For/Against 6/4

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

RESOLVED:

1. THAT Council proceed with submitting to IPART a combined application for an SRV and minimum rate increase, in accordance with preferred Scenario 3. This is for an SRV and minimum rate increase of 7% per annum for five (5) years effective from the commencement of the 2019/20 financial year.

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4. THAT the Revenue Policy 2019/20, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3.

**Report to General Manager**

Attachments:

1. Community Engagement Summary
2. Amended IPR Plans - Submissions Summary
3. Resourcing Strategy - Post Exhibition
4. Delivery Program - Post Exhibition
5. Revenue Policy 2019/20 - Post Exhibition

SUBJECT: Proposed Special Variation to General Income and Minimum Rate Increase Applications - Engagement Outcomes

AUTHOR: Jenny Gleeson, Manager Integrated Planning and Special Projects

ENDORSED BY: Ken Gouldthorp, General Manager

EXECUTIVE SUMMARY:

Council at its meeting of 29 October 2018 confirmed its intent to apply to IPART for a special rate variation (SRV) and minimum rate increase effective from 2019/20; enabling community engagement to occur between 1 November 2018 and 16 January 2019. Council also resolved to endorse the public exhibition of amendments to the *North Sydney Council Resourcing Strategy 2018/19-2027/28* and the *North Sydney Council Delivery Program 2018/19-2020/21*, as well as the *Draft Revenue Policy 2019/20*. All documents were exhibited from 1 November 2018 to 16 January 2019.

The purpose of this report is to:

- a) present the community engagement outcomes; and for the Council to determine whether to proceed with submitting a combined application to the Independent Pricing and Regulatory Tribunal (IPART) for a SRV and minimum rate increase (enabling the increase to be applied equally to the minimum general rate) effective from 2019/20. Applications to IPART close on 11 February 2019.
- b) present the submissions received during the public exhibition of the *Amended Resourcing Strategy 2018/19-2027/28*, the *Amended Delivery Program 2018/19-2020/21*, and the *Draft Revenue Policy 2019/20*; and to seek final adoption of the plans.

FINANCIAL IMPLICATIONS:

The full financial implications of the various scenarios are addressed in detail within the amended Delivery Program and Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019. In summary:

- Scenario 1 (annual rate peg increase) would result in Council being required to address a

funding shortfall of \$6.7 million over 5 years. This would result in a reduction in service levels and prevent Council from applying additional funding to address the increasing amount of public infrastructure categorised as condition 5 (very poor condition requiring significant renewal - very high risk).

- Scenario 2 (5.5% per annum SRV for 5 years, inclusive of the annual rate peg) would enable maintenance of existing services, increase asset renewals by an additional \$9.3 million over the life of the SRV and allocate an additional \$5.8 million to complete high priority projects, as specified in the amended Delivery Program.
- Scenario 3 (7% per annum SRV for 5 years, inclusive of the annual rate peg) would enable maintenance of existing services, increase asset renewals by an additional \$14.3 million over the life of the SRV and allocate an additional \$12.75 million to complete high priority projects, as specified in the amended Delivery Program.

Comment by Responsible Accounting Officer:

Council's *Delivery Program 2018/19-2020/21* and *Resourcing Strategy 2018-2028* (including the Long Term Financial Plan) have been developed in accordance with Integrated Planning and Reporting (IPR) framework guidelines and the *North Sydney Community Strategic Plan 2018-2028*.

Scenario 1 is not considered financially sustainable as further reductions in expenditure or revenue increases would still be required at the end of the 5-year period and infrastructure condition would deteriorate from lack of renewal funding. Scenarios 2 and 3 would enable Council to remain financially sustainable over the medium to long term. Scenario 3 provides greater capacity to address deteriorating asset condition, meet high community expectations with delivery of public space improvements and place Council in a more robust position to respond to any emerging financial shocks.

RECOMMENDATION:

1. **THAT** Council proceed with submitting to IPART a combined application for a SRV and minimum rate increase, in accordance with preferred Scenario 3. This is for a SRV and minimum rate increase of 7% per annum for five (5) years effective from the commencement of the 2019/20 financial year.
2. **THAT** the Resourcing Strategy, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that some pages must be updated if the Council resolves to proceed with an alternate scenario]*.
3. **THAT** the Delivery Program, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that some pages must be updated if the Council resolves to proceed with an alternate scenario]*.
4. **THAT** the Revenue Policy 2019/20, exhibited from 1 November 2018 to 16 January 2019 be adopted, inclusive of the final amendments detailed in this report and preferred Scenario 3 *[noting that the final policy must be updated if the Council resolves to proceed with an alternate scenario and that it will be subsequently updated prior to 1 July 2019 pending the rate-in-the dollar review]*.

LINK TO COMMUNITY STRATEGIC PLAN

The relationship with the Community Strategic Plan is as follows:

Direction: 5. Our Civic Leadership

Outcome: 5.1 Council leads the strategic direction of North Sydney

BACKGROUND

The recommendation to proceed with a combined application for a SRV and minimum rate increase is the result of a culmination of extensive engagement with both the elected body and the community, in just over a 12-month period. The following chronology of resolutions demonstrates the key decisions leading to specific community engagement on the proposed SRV application.

Council at its meeting of 20 November 2017 resolved (Min. No. 406):

- 1. THAT Council notes the preparation timetable for the review of the Community Strategic Plan which is also applicable to the review of the other components of Council's Integrated Planning and Reporting Framework.*
- 2. THAT Council endorses the Community Engagement Strategy for the review of the Community Strategic Plan.*

Community feedback for Phase 1 occurred between December 2017 and March 2018. The Community Consultation Findings Summary was reported to the Governance Committee meeting held 9 April 2018. The review validated the priorities of the previous Community Strategic Plan and considered new and emerging challenges and opportunities facing North Sydney, to refine the community's priorities for the coming years. The findings were used to inform the review of the Community Strategic Plan and Resourcing Strategy and preparation of the new fixed term three-year Delivery Program, aligning to the term of Council.

Council at its meeting of 7 May 2018 resolved (Min. No. 132, 133 and 134 respectively):

- 1. THAT the Draft North Sydney Community Strategic Plan 2013-2023 be placed on public exhibition for 28 days, commencing from Thursday 10 May 2018.*
- 2. THAT a further report be prepared for Council's consideration at the end of the closing period for submissions.*

and

- 1. THAT the Draft Delivery Program 2018/19-2020/21 and Operational Plan 2018/19 forecast estimates for 2019/20 (Year 2) and 2020/21 (Year 3) be based on Scenario 3 of the Long Term Financial Plan in order to meet community expectations in accordance with the community consultation findings of the Community Strategic Plan review.*
- 2. THAT the Draft Delivery Program 2018/19-2020/21 and Operational Plan 2018/19 be endorsed and placed on public exhibition for 28 days commencing Thursday 10 May 2018.*

and

- 1. THAT the draft Resourcing Strategy 2018/19-2027/28 be placed on public exhibition for 28 days,*

commencing from Thursday 10 May 2018.

2. THAT a further report be prepared for Council's consideration at the end of the closing period for submissions.

Council's current IPR suite of plans were adopted on 25 June 2018. A total of 32 submissions were received during the exhibition period, with only one submission specifically objecting to a financial scenario involving a SRV.¹

Council at its meeting of 25 June 2018 resolved (Min. No. 208):

- 1. THAT Council adopts the North Sydney Community Strategic Plan 2018-2028.*
- 2. THAT the Mayor write to all those members of the community who provided submissions during the public exhibition period, thanking them for their efforts and support in preparing the North Sydney Community Strategic Plan 2018-2028.*

Also at its meeting of 25 June 2018, Council resolved (Min. No. 182 and 183 respectively):

- 1. THAT Council adopts the Resourcing Strategy 2018/19-2027/28, inclusive of Scenario 3, as the preferred Financial Scenario and this supersedes all previous Resourcing Strategies.*

and

- 1. THAT Council adopts the Delivery Program 2018/19-2020/21 and Operational Plan 2018/19, including the revised forecast estimates for 2019/20 (Year 2) and 2020/21 (Year 3) prepared under Scenario 3 of the North Sydney Council Resourcing Strategy 2018-2028.*

Council at its meeting of 29 October 2018 resolved (Min. No. 366):²

- 1. THAT Council confirms its intent to apply to IPART for a SRV and minimum rate increase effective from 2019/20.*
- 2. THAT the Amended Resourcing Strategy (inclusive of reduced SRV duration under Scenarios 2 and 3, from 7 to 5 years), the Amended Delivery Program and the Draft Revenue Policy 2019/20 be endorsed for public exhibition from 1 November 2018 to 16 January 2019.*
- 3. THAT the Community Engagement Strategy be adopted, and the engagement period regarding the proposed SRV and minimum rate increase run from 1 November 2018 to 16 January 2019.*
- 4. THAT the engagement outcomes be reported to the first Council meeting of 2019 (late January) and for Council to determine whether to proceed with submitting an application to IPART for a SRV and minimum rate increase effective from 2019/20.*

Ahead of the 30 November 2018 deadline, Council lodged its notice of intent to submit to IPART a combined application for a SRV and minimum rate increase, under its preferred financial scenario of 7% per annum for 5 years inclusive of the annual rate peg effective from 1 July 2019, subject to community engagement.

On 3 December 2018, IPART announced that Council was one of 14 councils across NSW intending to apply for SRV and/or minimum rate increase.

¹ It is noted that correspondence from 14 residents between 21 and 25 June 2018, largely objecting to a proposed rate increase, this correspondence was in response to a flyer distributed by the anonymous North Sydney Residents Alliance after publication of reports COS02 and COS3. Most had the same content, suggesting a form letter/template.

² Following the publication of the agenda/business paper for the October 2018 Council meeting on 25 October 2018, Council received correspondence from 2 residents, one objecting to a proposed rate increase and the other supporting Scenario 3. These have been included within the submissions tally.

CONSULTATION REQUIREMENTS

Community engagement was undertaken between 1 November 2018 and 16 January 2019 in accordance with the adopted Community Engagement Strategy. Engagement undertaken is compliant with the OLG Guidelines 2018 for a SRV and/or minimum rate increase, and supplementary guidance provided by IPART.

SUSTAINABILITY STATEMENT

The sustainability implications were considered and reported on during the initiation phase of this project.

DETAIL

The primary purposes of the proposed combined SRV and minimum rate increase, based on IPART categories, are:

- maintain existing services
- infrastructure renewal/maintenance
- reduce infrastructure backlogs
- new infrastructure investment
- enhance financial sustainability

1. Community Engagement Strategy

In accordance with the adopted *Community Engagement Strategy*, Council conducted a comprehensive 2.5-month engagement program to inform the community of the need for, and extent of a rate rise, and the opportunity by which the community could provide feedback to Council (and to IPART) as to their preferred scenario including desire for services and willingness to pay.

The engagement period ran from 1 November 2018 to 16 January 2019. The engagement program also included the public exhibition of the updated Delivery Program, Resourcing Strategy, and the Draft Revenue Policy for 2019/20 (discussed in Section 2).

Attachment 1 is a comprehensive summary of the engagement outcomes, including the level of participation. It details the ‘inform’ methods employed to ensure stakeholders were aware of the proposal and the opportunity to have a say, and the findings of the ‘consult’ methods used to obtain feedback.

In summary the ‘inform’ methods included:

- dedicated project webpage
- a Direct Letter outlining the proposed variation was sent to all residential and business ratepayers accompanied by a 4-page Information Sheet;

- media release;
- adverts in the local papers;
- social media posts;
- promotion via Council's various e-Newsletters subscriptions;
- promotion via active Precinct Committees (x18);
- signage and flyers in Council's various service outlets - Customer Service Centre, Stanton Library, North Sydney Olympic Pool and Coal Loader Centre for Sustainability
- four Information Sessions were held across the LGA, with a comprehensive presentation on the proposal provided by the General Manager, Director Engineering and Property Services and Director Open Space and Environmental Services. The presentations were followed by an independently facilitated question and answer session;
- eight Drop-in Information Kiosks were held across the LGA, at which Council staff spoke one-on-one about the proposal with 141 people; and
- over 40 phone calls/emails were received wanting more information about the proposal.

1.1 Random Representative Survey

Council engaged independent research company Jetty Research to undertake a random statistically representative survey. The objectives of the survey were to measure awareness levels and sources of information about the proposed SRV and minimum rate increase, and to measure levels of support for the different SRV options/financial scenarios. Per guidance issued by IPART³, the survey sought feedback from the community as a whole, i.e. from both residential and business ratepayers as well as non-ratepayers of the North Sydney LGA.

Surveying was conducted between late November and mid December 2018. A sample of 840 potential respondents were recruited and invited to participate in the survey upon receipt of the Information Sheet - which was the same document sent via the Direct Letter mail out to all residential and business ratepayers.

A total of 619 surveys were completed, which included 419 residents (target was 400 residents) and 200 businesses. The total 619 sample provided a +/-3.9% sampling error, calculated at the 95% confidence level. This means that the results are an accurate reflection of key stakeholder views within +/- 3.9%.

Nine of out of 10 respondents were ratepayers, emphasising the validity of the survey findings. The level of participation was almost equally split between residents living in medium-low density dwellings (51%) and high density dwellings (49%)⁴. Whilst high density dwellings represent the majority of total dwelling types in the LGA, a higher than representative proportion of feedback was obtained from those not on the minimum rate.

Attachment 1 (Appendix 5), prepared by Jetty Research, details the full survey results. The following table details the results based on preferred SRV option/financial scenario:

³ IPART Fact Sheet: community awareness and engagement for special variations, dated November 2017.

⁴ Representing 64.2% of total dwelling types as at 2016.

	Scenario 1	Scenario 2	Scenario 3	Total	Scenario 2 + 3
Residents	104 24.8%	187 44.6%	128 30.5%	419 100%	315 75.1%
Business	79 39.5%	76 38%	45 22.5%	200 100%	121 60.5%
TOTAL	183 29.6%	263 42.5%	173 27.9%	619 100%	436 70.4%

Almost 45% of resident respondents preferred Scenario 2, followed by Scenario 3 then Scenario 1. Slightly more business respondents preferred Scenario 1 than Scenario 2, followed by Scenario 3. Scenarios 2 and 3 combined (75.1% for residents and 60.5% for businesses) indicate majority preference for a special rate variation of some amount.

Further analysis of the residential respondents found that respondents living in detached or semi-detached houses were more likely to support Scenario 1 (at 31%, against 22% of those living in apartments/high density). 49% of apartments dwellers preferred Scenario 2 (against 40% of those living in detached or semi-detached houses); and the proportion choosing Scenario 3 was the same across both high and low/medium density housing, at around 30%.

The following table gives the top four reasons per preference (from 97 residential responses and 74 business respondents that provided reasons for their preference), noting that multiple reasons were allowed.

Scenario 1	Scenario 2	Scenario 3
1. Amount proposed is too high 2. Can't afford additional rates 3. Council should manage funds better 4. Don't need additional facilities	1. Need to maintain current level of service 2. Amount proposed is affordable 3. Need the additional facility upgrades/asset maintenance 4. Fairest/compromise option	1. Need the additional facility upgrades/asset maintenance 2. Need to maintain current level of service 3. Amount proposed is affordable 4. Best option for community

1.2 Self-elect Submissions

In addition to the random statistically representative survey, Council also facilitated self-initiated feedback via general submissions (various formats). A total of 549 submissions were received; the majority (96%) were submitted via the online submission form (via Your Say North Sydney) and 67 submissions were by email.

Attachment 1 details the total general submissions received by format. The following table details the submissions by format and nominated preferred financial scenario:

	Scenario 1	Scenario 2	Scenario 3	Other	Total	Scenarios 2 + 3
Online Feedback Form (EHQ)	257	91	104	n/a	452	195
Email (registered in ECM)	18	5	9	35	67	14
Letter (registered in ECM)	0	1	0	6	7	1
CRM	1	0	0	2	3	0
Verbal	0	1	0	6	7	1
Precinct Committees	1	0	0	5	6	0
Amended IPR Plans	2	1	3	1	7	4
TOTAL	279 51%	99 18%	116 21%	55 10%	549 100%	215 39%

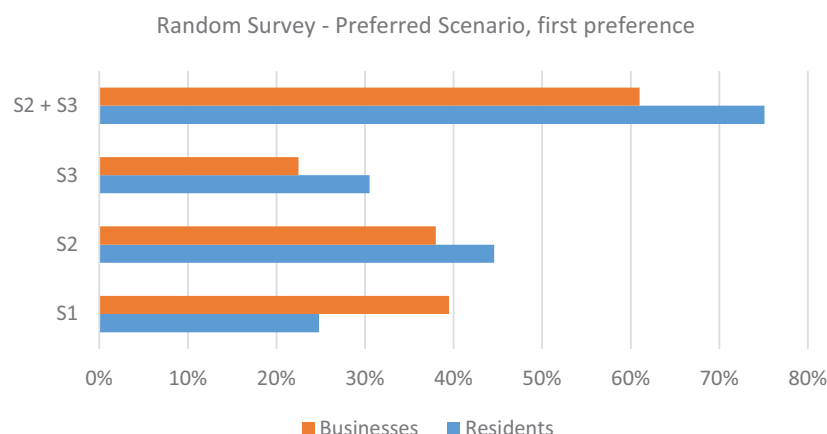
The key issues raised in the submissions have been grouped by the following themes. Attachment 1 attempts to quantify the themes, noting that not all respondents provided reasons for the preference, and that of the majority that did, many provided multiple reasons. In summary, the key themes/issues raised have been categorised (alphabetical not priority order) as follows:

- Alternate options - other revenue sources/savings
- Capacity/willingness to pay - affordability (both support for and against proposal)
- Engagement - communications/consultation inadequate/unclear/misleading
- Expenditure priorities - feedback on program of works/service reductions (both support for and against proposal)
- Financial management - efficiency
- Governing body - councillors/elected body related comments
- Growth - impact of new development/additional ratepayers coming on board
- Other - Domestic Waste Management Charge (DWMC) related i.e. concerns/suggestions raised are not funded by the proposed SRV
- Other - various e.g. service requests, compliments, personal experience and statement of position (to avoid duplication/overstating scenario preferences)
- Rating system - inequity/misunderstanding
- Service levels - perception current service levels not being met

1.3 Overall Sentiment/Recommendation

With slightly less than one third (29.4%) of respondents to the statistically representative independent survey supporting Scenario 1, and the feedback from within the self-initiated submissions, it is apparent that there is a degree of price sensitivity to rate increases and a need for Council to both ensure efficiency of service delivery and be cognisant of the cost/benefit of each service. This particularly applies to the business sector who may have less need for additional services demanded by the broader community.

Scenario 2 (5.5% per annum for 5 years, inclusive of the annual rate peg) obtained the greatest level of community support according to the representative survey at 42.5%, while Scenario 3 (7% per annum for 5 years inclusive of the annual rate peg) received 27.9% support.



Overall there is demonstrated community support for a rate variation and minimum rate

increase. The community feedback and survey results re-affirm the views that emerged during the 2018 consultation for the Community Strategic Plan. That is, there is a demand for high quality infrastructure and services. In summary, the findings of the statistically representative independent survey indicate support for a special rate variation under either Scenario 2 or 3 (70.4%), over operating within the rating cap under Scenario 1 (29.6%).

In addition to financial option preference, the consultation sought preference reasoning and feedback on the expenditure priorities (proposed program of works, discussed in Section #). A significant volume of feedback was received regarding preferences, covering a wide range of themes/issues. The following details the 'negative' themes/issues across both the random survey and the general submissions. Context is provided in acknowledgment of this feedback and suggests how Council will work to address the issues, regardless of whether Council operates with or without a SRV:

- Growth - current and planned development/construction will generate more rateable income, which goes hand-in-hand with an increased population (residents and business/workers) and increased demand for Council services and infrastructure maintenance/renewal. Growth is acknowledged and has been factored into the Council's IPR planning assumptions/sensitivity analysis. In preparation of the rates modelling that has been undertaken, IPART advice is that growth is not taken into account in determining the amount of SRV funding. It appears that some community members have a greater expectation of additional rate revenue from growth than actually occurs.
- Efficiency and productivity - continuous improvement underpins the organisation's core values; Council has an ongoing practice of identifying efficiency gains, productivity improvements and cost containment strategies. Council's past and future gains/improvement strategies are documented and will be included in the SRV application, as this is a key criterion. Note: The application will be made publicly available.
- Financial management - much of the negative comments regarding current project management and recent service delivery provided specific examples. Review of these will be undertaken. A key project in the current year of the Delivery Program is review of Council's corporate project management framework, which is the means by which Council will work to improve its decision making, project delivery and resource allocation, organisation wide.
- Current service levels - some feedback cited that Council was not meeting current service levels e.g. street cleaning frequency, and should focus on improving current responsiveness before taking on additional projects. Other feedback questioned how and when service levels are reviewed. Council most recently reviewed its service levels in the preparation of its current IPR Framework (readopted in mid-2018). This review included utilisation of the most recent independently conducted Customer Satisfaction Survey findings (2016). They next survey is scheduled to be undertaken in 2019/20; and the findings will be used to inform the next IPR Review (to be undertaken within the first 9 months of the new term of Council). Council's service level agreements will also be reviewed and updated accordingly, and made publicly available.
- Rating system - the significant number of non-ratable properties and their utilisation of Council infrastructure was raised, as was concerns regarding rate pegging and the current NSW rating system in general, in particular the disadvantage to owners of low density dwellings. As previously advised (via GMO01 - 29 October 2018), Council will continue to advocate for a change to the current rating system in NSW, as it negatively impacts council areas such as North Sydney LGA with a large proportion of high density

dwelling. The current Delivery Program also includes a review of the Council's rating structure. Council recently acquired rates modelling software with the intention of investigating the options available within the current legislation, of finding a rating structure which is equitable and appropriate to the community profile.

- Engagement - some feedback noted the timing of the engagement, citing it conflicted with end of year events/school holidays which prohibited participation. Notwithstanding this feedback, both the volume and breadth of feedback (Sections 3 and 4) and the level of 'inform' engagement (Section 2), indicate significant stakeholder awareness. The random representative survey found that prior awareness of the proposal was high, with 45% of all respondents claiming awareness, including 64% of residents and 36% of business respondents. As previously advised (via GMO01 - 29 October 2018), the timing in which the consultation could occur was constrained by the IPR planning cycle, and requirements of OLG and IPART. Nevertheless, the SRV consultation period extended over 2.5 months and followed initial notification of Council's preference for a SRV resolved in May 2018.

The prior related report to the Council acknowledged that the timing of the engagement was not necessarily ideal for the same reasons as noted by some submitters. Timing was largely influenced by the application deadlines set by IPART, which were announced on 11 September 2018 in conjunction with of the 2018/19 rate peg announcement; and the release of the 2019/20 SRV/Minimum Rate Increase Guidelines, on 8 October 2018 by the Office of Local Government (OLG) accompanied by OLG Circular 18-31 advising that future years' assumptions should be modeled at 2.5%. This advice in turn resulted in the modelling in Council's IPR documents needing to be adjusted accordingly prior to commencing engagement.

The following table provides contextual comparison between North Sydney Council's engagement period (timing and duration) and that of the 13 other NSW councils who have indicated intent to apply for a SRV or minimum rate increase. North Sydney Council offered a longer duration than the majority and commenced earlier, demonstrating consideration was given to competing end of year events/school holidays, whilst striving for best practice engagement to inform the next step in the Council's decision making.

Council	Engagement Period
Burwood	12 December 2018 to 19 January 2019
Camden	3 December 2018 to 20 January 2019
Dungog	30 November 2018 to 27 December 2018
Hunters Hill	12 November 2018 to 17 December 2018
Kiama	8 November 2018 to 6 December 2018
Ku ring gai	3 October 2018 to 4 November 2018
Lithgow	14 December 2018 to 11 January 2019
Muswellbrook	20 December 2018 to 24 January 2019
North Sydney	1 November 2018 to 16 January 2019
Post Stephens	13 November 2018 to 21 December 2018
Randwick	20 November 2018 to 9 January 2019
Richmond Valley	10 December 2018 to 6 February 2019
Sutherland	11 December 2018 to 4 February 2019
Tamworth	mid November 2018 to early December 2018

Whilst Council acknowledges that the announcement of the 2019/20 rate peg and special variation application deadlines was brought forward in 2018 (it has previously been announced each November), it was not accompanied by the simultaneous release of the 2019/20 Guidelines

and future year's rate peg modelling assumption advice by OLG, which occurred a month later. It is also noted that IPART published the 2019/20 application forms in mid-November 2018 and that supplementary guidance by way of Fact Sheets are dated 15 November 2018. Council will advocate for release of the OLG Guidelines and IPART application forms to be brought even further forward, to enable councils to conclude consultation regarding a special variation prior to end of year.

Notwithstanding the community preference for Scenario 2, consistent with Council's previously resolved preference, this report recommends continuing to apply to IPART for a SRV and minimum rate increase under Scenario 3. While Council may wish to reconsider its previously resolved preferred scenario in light of community responses, the recommendation errs on the side of financial prudence and longer-term financial sustainability. Scenario 3 best enables Council to address ageing infrastructure and respond to demands for public space and community infrastructure, necessary to support the planned increased residential and commercial density.

Applications to IPART are due by 11 February 2019. IPART determinations will be announced on 14 May 2019.

The resolution from this meeting will be promoted to all submitters/those on the keep informed email list, and the web page updated accordingly.

1.4 Engagement Costs

The estimated cost of the engagement program was previously reported as \$56,570 (excluding staff time). The final cost of the engagement is articulated below (excluding staff time) This equates to \$2.26 per ratepayer, based on distribution to 39,250 assessments (October 2018). By comparison the cost of the 2011/12 SRV consultation was \$76,078 inclusive of the random survey.

Component	Estimate	Actual
Social media boosts	\$300	\$270
Advertisements	\$4,000	\$5,489.54
Direct letter - printing and distribution	\$8,570	\$9,977.10
Direct letter - postage	-	\$23,050.17
Venue hire - for Information Sessions	\$700	\$700
MC - for Information Sessions	-	\$5,250
Random Phone Survey - 600 sample size	\$43,000	\$43,900
TOTAL	\$56,570	\$88,637

2. Amended Integrated Planning and Reporting Plans

Criterion 1 and 4 for the SRV and Minimum Rate Increase application relate to Council's Integrated Planning and Reporting (IPR) documents. Council's IPR documents were most recently adopted in June 2018 following extensive community consultation, as part of the 2018/19 budget process. The suite of plans, consisting of the *North Sydney Community Strategic Plan 2018-2028*, the *Resourcing Strategy 2018/19-2027/28* and the *Delivery Program 2018/19-2020/21* were adopted on 25 June 2018. Council resolved to adopt the Resourcing Strategy, inclusive of Scenario 3 as the preferred financial scenario which requires a SRV. Collectively the documents established the need for the SRV and were inclusive of three

financial scenarios.

As previously advised (via GMO01, 29 October 2018), amendments were required to the Resourcing Strategy and Delivery Program, commencing from 1 July 2019. These were in part identified in response to the statutory requirement that the Long Term Financial Plan component of the Resourcing Strategy be reviewed annually, in conjunction with preparation of the Operational Plan; and emerging information from a series of infrastructure condition audits. The updated documents also added additional detail to better inform the community and support consultation on future planning and service delivery scenarios.

Seven submissions, responding to the exhibited amended plans, were received in during the public exhibition period, which ran concurrent with the SRV and Minimum Rate Increase consultation - 1 November 2018 to 16 January 2019. Attachment 2 summarises the submissions. It is noted that the submissions did not specifically respond to the content of the plans, instead overly indicated a scenario preference. For this reason, the preferences have been included in the tally of self-elect submissions responding to the SRV proposal.

The number of submissions received is presented in context of the level of promotion/awareness of the opportunity to provide feedback. A dedicated webpage was created for this engagement to help inform of the various ways that community could obtain more information and provide feedback. Promotion also occurred via Council's E-newsletters and adverts. The following table summarises the level of engagement via the web page:

Level of Engagement	No.
Aware - visited project or tool page	158
Informed - performed an action e.g. downloaded a document	42
Engaged - contributed (completed feedback form)	6

The following table details the online document downloads/views:

Document	Downloads/Views
Amended Resourcing Strategy 2018/19-2027/28	17
Amended Delivery Program 2018/19-2020/21	14
Draft Revenue Policy 2019/20	6
Council report GMO01 - 29 October 2018	4
TOTAL	41

2.1 Amended Resourcing Strategy

All proposed amendments were exhibited in red italic font and existing text proposed for deletion was shown in strikethrough. In summary, the proposed amendments to the Long Term Financial Plan component of the Resourcing Strategy included:

- 2017/18 actual data has been added and projections adjusted accordingly.
- 2019/20 rate peg set at 2.7% and future years to be modelled at 2.5%.
- less conservative revenue forecasts e.g. greater revenue from hoarding permits and construction zone fees forecast.
- duration of the SRV proposed (for Scenarios 2 and 3) reduced from 7 to 5 years, based on:
 - the proposal to increase the minimum rate and apply the SRV to the minimum rate;

- a reduced duration gives more certainty around medium term planning, and enables the next term of Council to consider its options in the next IPR planning cycle;
- a better than expected end of year result for 2017/18;
- community feedback received after IPR plans adopted in June 2018; and
- the above amendments to forecast revenue from fees and charges.
- reflecting the above, the appendices required updating for all scenarios.

The following table summarises the proposed amendments reflected in Attachment 3.

No.	Section	Reason for Proposed Change
1	Income Assumptions: Rates and Annual Charges	Minor change - 2016/17 average business rate averages added, as omitted from previous version.
2	Income Assumptions: Rates and Annual Charges	Table presentation amended to better explain the annual charges, by articulating the assumptions by individual charge type (DWMC, SWMC and s611) rather than the cumulative total as originally presented.
3	Income Assumption: Grants - Operating and Capital	Introductory paragraph added for context regarding Financial Assistance Grant, as relates to the existing table forecast increase over the life of the plan. Similarly, reference to the Roads to Recovery grant has been updated; Council was informed in December 2018 that it will receive \$1.2 million over 5 years (ending 30 June 2024).
4	Current Asset Analysis: Value of Current Assets	Minor change - table heading amended as per the Financial Statements (for consistency) - changed from Depreciated Replacement Cost to Net Carrying Amount.
5	Appendix 3 to 5: 10 Year Financial Models	<p>The following key budget forecast amendments impact on the bottom line of the Income Statement(s) per Scenario - these are reflected in the Quarterly Budget Review Statement - December 2018:</p> <ul style="list-style-type: none"> • savings resulting from reduction of one senior staff position; largely offset by increased legal expenses • Ausgrid's 'Lighting the Way' project (replace existing street lights with LED) is operating not capital, therefore impacts the Income Statement not the Balance Sheet • savings from emergency services levy i.e. larger amount included in original forecasts and YTD actuals trend towards savings • increased expenses relating to management of the Coal Loader Platform; to be offset by increased fee revenue related to Platform hire • increased income from affordable housing contribution by LINK Housing • contribution from Mosman Council toward Community Recycling Centre • income from reintroduction of credit card surcharge • growth in rateable income reflective of the number of new rateable properties that have come online since October 2018; and change to the Revenue Policy.

It is recommended that the Resourcing Strategy be re-adopted inclusive of the above mentioned final amendments *[and that some pages be updated to reflect any change to Council's preferred financial scenario should the Council resolve such]*.

2.2 Amended Delivery Program

All proposed amendments were exhibited in red italic font and existing text proposed for deletion was shown in strikethrough. The proposed amendments were required to reflect the amendments to the Resourcing Strategy; to include the projects scheduled for 2019/20 inclusive of carried over projects from 2017/18 i.e. basis of the draft Operational Plan 2019/20.

Further minor changes to the exhibited Delivery Program are proposed for adoption as per Attachment 4. These reflect the carry-through of changes to the Resourcing Strategy as summarised in section 2.1 of this report and adopted 2017/18 quarterly budget revisions.

It is recommended that the Delivery Program be re-adopted inclusive of the above mentioned final amendments *[and that some pages be updated to reflect any change to Council's preferred financial scenario should the Council resolve such i.e. projects to be funded under Scenario 3 would be removed if Council resolved to proceed with Scenario 2 or 1 etc.]*.

2.3 Draft Revenue Policy 2019/20

The Revenue Policy is a statutory component of the Operational Plan. The Operational Plan must include the detailed annual budget, along with the council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year.

Whilst the OLG Guidelines state that councils do not have to adopt their Operational Plan for the coming year before applying to IPART for a SRV, as North Sydney Council has a combined Delivery Program/Operational Plan document, the Draft Revenue Policy 2019/20 was prepared and exhibited alongside the SRV/minimum rate increase consultation.

Council received no submissions specifically responding to the Draft Revenue Policy 2019/20. The following table summarises the key post-exhibition amendment reflected in Attachment 5.

No.	Page Ref.	Section	Reason for Proposed Change
1	3-6	1.6.1 Ordinary rates	Both the number of assessments and the cents in dollar/dollar values have been updated to reflect current number of assessments. The number of assessments slightly increased between October 2018 and January 2019.
2	6	1.6.2 Other specific rating issues	Change a) to: "Council will, upon registration of a new strata plan or deposited plan, re-rate the property(s) from the date of registration", instead of from the commencement of the next quarter of the rate year, as has been the case for many years. This change will commence effectively immediately.

As previously advised (via GMO01 of 29 October 2018):

- a) only the relevant financial scenario is included in the adopted version of this policy; and
- b) that the rate-in-the-dollar be reviewed in June/July 2019, as per annual practice, and the policy subsequently updated, as required.

It is recommended that the 2019/20 Revenue Policy be adopted inclusive of the above

mentioned final amendment *[and that the final policy reflect the resolved financial scenario and the subsequent rate-in-the dollar review prior to 1 July 2019]*.

INVESTING IN OUR FUTURE

Proposed Special Rate Variation
and Minimum Rate Increase

Community Engagement Summary



Prepared 24 January 2019

Prepared by Council's Integrated Planning and Special Projects Department

Contact Council's Manager Integrated Planning and Special Projects or Community Engagement Coordinator for further information.

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Acronyms Used

CATI	Computer Assisted Telephone Interviewing
DWMC	Domestic Waste Management Charge
IAP2	International Association for Public Participation Australasia
IPART	Independent Pricing and Regulatory Tribunal
IPR	Integrated Planning and Reporting
LGA	Local Government Area
NSC	North Sydney Council
NSW	New South Wales
OLG	Office of Local Government (NSW)
PPP	Public Private Partnerships
Q&A	Question and Answer
SRV	Special Rate Variation
TIS	Translating and Interpreting Service
UCV	Unimproved Capital Value

1. Introduction

Section 508A of the *Local Government Act 1993* allows a NSW council to increase its general income by an amount that is greater than the general variation (known as the rate peg) each year, for up to a maximum of seven years.

Councils must identify the amount of additional income they require over the period of the proposed special rate variation (SRV), calculated as a percentage. They then determine the annual percentage increases required over the rating period to match this amount. These percentages, which will include the rate peg for each year, may be different from year to year.

Section 548 of the *Local Government Act 1993* allows a council to specify a minimum amount of a rate to be levied on each parcel of land. A council must obtain approval on every occasion that it wishes to increase the minimum amount on special rates above the statutory limit. Importantly, this applies even if the increase is by the rate peg percentage or if the council is seeking a SRV increase.

A council making a SRV application and proposing to increase its minimum rate in the same rating year/s may submit a combined SRV and minimum rate application addressing both SRV and minimum rate criteria. Combined applications are due 11 February 2019.

In 2010, IPART was given the responsibility for setting the amount by which councils can increase their general income each year. IPART sets the allowable growth in councils' general income in one of two ways, by:

- setting the rate peg that applies to all NSW councils; and
- determining SRV and minimum rate increase applications.

SRV eligibility requires councils to have substantially implemented their Integrated Planning and Reporting (IPR) Framework, clearly demonstrating linkages between community priorities identified through consultation and the IPR Framework; and to have undertaken adequate community consultation regarding the reasons for the variation and its impact on ratepayers. Councils must include in their applications:

- details of the range of methods used to inform the community of the special variation proposal/minimum rate increase and to obtain feedback; and
- a summary of the engagement outcomes, including details of the level of community support for the proposal.

1.1 Why does North Sydney Council need 'another' SRV?

Several options were considered prior to considering a SRV. Rates and annual charges comprise approximately 45% of Council's total revenue. Council has for many years had an emphasis on user pays fees and charges (policy position adopted in the 1980s). Whilst the Council continually explores new opportunities for additional user pays fees, the need to increase renewal expenditure on infrastructure assets and the desire to provide improved public recreation space is placing greater pressure on general rate revenue.

Other revenue streams include available grant funding, developer contributions, voluntary planning agreements and Council's modest investment portfolio. Council continuously pursues new revenue options when available.

Council has also resolved to borrow for several projects, choosing to do so for income generate projects only, so that the loans can be repaid. All scenarios include proposed borrowings in 2020/21 for the North Sydney Olympic Pool complex redevelopment.

It is also important to note that the previous SRV, of 5.5% per annum compounded for 7 years (expired 30 June 2018), was not applicable to ratepayers on the minimum rate. This meant that the previous variation was not paid by the majority of ratepayers - at the time 82.36% residential ratepayers and 41.13% business ratepayers were paying the minimum rate.

The key purpose of the proposed SRV under the 'preferred' option (Scenario 3) in the *North Sydney Council Resourcing Strategy 2018/19-2027/28* is to:

- maintain existing services;
- enhance financial sustainability;
- increase infrastructure renewal expenditure to address deteriorating asset conditions; and
- deliver a number of high priority public domain and public recreation projects including upgrades to Bradfield Park South and St Leonards Park.

The need for a SRV was initially foreshadowed in the previous Resourcing Strategy (2013), in which the long term financial modelling under the then 'preferred' scenario, forecast the net surplus gradually falling over the remaining life of the plan (ending 2022/23), and deficits before capital grants and contributions following cessation of the previous approved SRV, which expired on 30 June 2018. IPART also considered it probable that the Council would need to seek a further increase in the future, as noted in its determination of Council's 2011/12 SRV application, approved in June 2011.

The need for the current proposed SRV was communicated via the draft *North Sydney Council Resourcing Strategy 2018/19-2027/28*, which was publicly exhibited between 10 May and 7 June 2018. The following is an extract from the document which was ultimately adopted on 25 June 2018, with Scenario 3 as the preferred scenario:

Scenario 1 is based on revenue being limited to the annual rate peg, which had been modelled at 2.3% till 2021/22 and 2.8% thereafter to 2027/281. This is not the ideal scenario as it will result in a decline in Council's capacity and will not meet the expectations of the community as reflected in the Community Strategic Plan consultation i.e. we cannot continue to deliver services and infrastructure at the rate of the past three years and remain financially viable.

Scenarios 2 and 3 are both based on rate revenue being restricted to the annual rate peg, modelled at 2.3% in 2018/19 followed by increases of 5.5% and 7% thereafter (for 7 years) per scenario i.e. both scenarios require a special variation which is inclusive of the annual rate peg. Scenario 2 would allow Council to maintain existing services but limit capacity to maintain infrastructure to the high standard demanded by the community and provide minimal capacity to expand services. Scenario 3 would enable the high level of services demanded by the community to be maintained, maintenance of infrastructure to a high standard and some capacity to expand services to meet growth and changing demands.

Should the Council resolve to propose a rate variation above the rate peg (effective from 2019/20) in order to follow Scenario 2 or 3, extensive consultation would need to occur with ratepayers in late 2018.

1.1.1 Why is Council proposing to increase the minimum rate by the same percentage as the SRV?

It is proposed that the minimum ordinary rates be increased proportionally to the selected scenario. In order to maintain the same relative distribution of the rating

burden between minimum and other ratepayers, any percentage increase associated with the SRV should be consistently applied to all rateable properties. Council services and facilities are made available to all ratepayers and as such the funding burden increase should be proportionally distributed. Council is proposing to apply for combined SRV and minimum rate increase.

1.2 Integrated Planning and Reporting Framework

In accordance with State Government legislation, Council prepared its current Integrated Planning and Reporting Framework (suite of plans) in early 2018 including a fixed-term Delivery Program and a fixed-term Resourcing Strategy in response to the long term Community Strategic Plan. These plans demonstrate and support Council's need for a special rate variation and minimum rate increase.

1.2.1 Community Strategic Plan

The *North Sydney Community Strategic Plan 2018-2028* sets the strategic direction for where the community of North Sydney wants to be by the year 2028. North Sydney Council prepared the plan in partnership with local residents, businesses, other levels of government, educational institutions and non-government organisations involving a seven-month community engagement process. The plan is Council's most important strategic document. Council is the key driver of the plan, but its implementation is the shared responsibility of all community stakeholders.

The revised Community Strategic Plan, and community engagement leading to that Strategy, has reinforced the North Sydney community's desire for high service levels. Consistently recurring feedback from the community through other engagements has identified the desire to improve public domain and public recreation space, this includes the periodic customer satisfaction surveys and project specific consultations e.g. for plans of management. To sustain and deliver expected levels of service/improved asset conditions, Council's focus is to increase expenditure on infrastructure maintenance and renewal, in addition, improving its asset management capability and balancing this with the need for expenditure on the creation of new assets.

1.2.2 Delivery Program/Operational Plan

The Delivery Program is a statement of commitment to the community from Council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals as identified in the Community Strategic Plan, outlining what it intends to do towards achieving these outcomes/strategies during its term of office and what its priorities will be.

The *Delivery Program 2018/19-2020/21* is a fixed term plan that aligns with the local government electoral cycle. In preparing the plan, Council considered the priorities and expected levels of service expressed by the community during the engagement process for the Community Strategic Plan, including the findings of the 2016 *Customer Satisfaction Survey*. The plan includes financial estimate of income and expenditure for the three-year period. The plan informs and is informed by Council's Resourcing Strategy.

The format of the plan includes the annual Operational Plan and Council's *Revenue Policy*.

1.2.3 Resourcing Strategy

IPR requires councils to have in place a Resourcing Strategy which outlines the resources needed to achieve the objectives of the Community Strategic Plan. The Community Strategic Plan provides a vehicle for expressing long-term community aspirations, however these goals and objectives cannot be achieved without sufficient resources (time, money, assets and people) to carry them out. Council's Resourcing Strategy consists of three inter-related components:

- long term financial planning
- asset management planning
- workforce management planning

1.2.3.1 Long Term Financial Plan

The three financial scenarios of Council's *Resourcing Strategy 2018/19-2027/28* will have different impacts on:

- long term financial sustainability;
- the assets that Council manages on behalf of the community;
- the quality/level of service that can be delivered into the future; and
- the requirement for service level reductions.

In considering its preferred funding option, Council noted that Scenario 1 would require service reductions in addition to cost containment and efficiency savings. In contrast, the two SRV options (Scenarios 2 and 3) do not require a reduction in service levels and provide additional revenue to fund asset renewal and high priority capital projects.

Council at its meeting of 25 June 2018 resolved (Min. No. 182):

1. THAT Council adopts the Resourcing Strategy 2018/19-2027/28, inclusive of Scenario 3, as the preferred Financial Scenario and this supersedes all previous Resourcing Strategies.

Council at its meeting of 29 October 2018 resolved (Min. No. 366) that:

- 1. THAT Council confirms its intent to apply to IPART for a SRV and minimum rate increase effective from 2019/20.*
- 2. THAT the Amended Resourcing Strategy (inclusive of reduced SRV duration under Scenarios 2 and 3, from 7 to 5 years), the Amended Delivery Program and the Draft Revenue Policy 2019/20 be endorsed for public exhibition from 1 November 2018 to 16 January 2019.*
- 3. THAT the Community Engagement Strategy be adopted, and the engagement period regarding the proposed SRV and minimum rate increase run from 1 November 2018 to 16 January 2019.*
- 4. THAT the engagement outcomes be reported to the first Council meeting of 2019 (late January) and for Council to determine whether to proceed with submitting an application to IPART for a SRV and minimum rate increase effective from 2019/20.*

Ahead of the 30 November 2018 deadline, Council lodged its notice of intent to submit to IPART a combined application for a SRV and minimum rate increase, under its preferred financial scenario of 7% per annum for 5 years inclusive of the annual rate peg effective from 1 July 2019, subject to community engagement.

On 3 December 2018, IPART announced that Council was one of 14 councils across NSW intending to apply for SRV and/or minimum rate increase.

1.2.3.2 Asset Management Strategy

The management of community assets is a key function of the Council. North Sydney local government area (LGA) provides assets which are utilised by our residents, businesses and their workers, students and visitors. The provision of assets maintained to meet community needs and expectations is fundamental to Council's overall service delivery. Council has been facing an on-going funding shortfall in addressing the required expenditure on asset maintenance and renewal. This is due to Council maintaining a balanced budget position from year to year, limiting expenditure to the level of income available. This ongoing structural funding shortfall resulted in an increasing asset renewal backlog and deterioration in asset conditions, which is impacting on Council's long term financial sustainability.

Between 2014/15 to 2017/18 capital works expenditure was accelerated. This decision occurred in the context of the State Government's then proposed forced amalgamation (Fit for the Future), with the intent to ensure funds raised by North Sydney ratepayers were spent in the North Sydney LGA. This strategy involved expending internally restricted reserves, which have now been allocated, excluding employee entitlements and loan repayments. This strategy increased capital expenditure including some asset renewals but with an emphasis on new projects, such as the Coal Loader Platform, Brett Whiteley Place and the CBD footpath upgrades.

Part of the recent accelerated expenditure included infrastructure condition audits of the majority of asset classes. The audits informed preparation of a suite of Asset Management Plans (per asset class) in 2018, that collectively encompasses all assets under Council's control. The plans identify asset service standards and contains long term projects of asset maintenance, rehabilitation and replacement costs.

1.2.3.3 Workforce Management Strategy

The Workforce Management Strategy includes analysis of current workforce and identification of gaps, forecasting workforce requirements, strategies to address gaps and methods of periodic monitoring and evaluation. The Workforce Management Strategy addresses the human resourcing requirements of Council's Delivery Program. It ensures Council has the people best able to achieve its strategic direction and deliver appropriate services effectively and efficiently.

2. Executive Summary

Council adopted the dedicated *Community Engagement Strategy* for this proposal, at its meeting of 29 October 2018. The Engagement Strategy was prepared in consultation with councillors via a series of workshops and briefings, and was consistent with Council's *Community Engagement Protocol*. The engagement program ran from 1 November 2018 to 16 January 2019 and yielded a substantial amount of community input from two main groupings of respondents:

- i) a randomly selected group of 619 respondents; and
- ii) a self-selected group of 549 respondents.

Section 3 provides context to the volume of awareness of the proposal/opportunity to have a say, and demonstrates a significant level of participation in the 'inform' level of this engagement e.g. via social media interaction, webpage views, attendance at the Information Sessions and Drop-in Information Kiosks etc. Section 4 details the results of the 'consult' level of engagement from both the randomly selected and the self-elected groups. It includes scenario preference, reasoning for preference inclusive of feedback on demonstrated need for the rate increase, capacity/willingness to pay and the proposed works program (referred to as expenditure priorities).

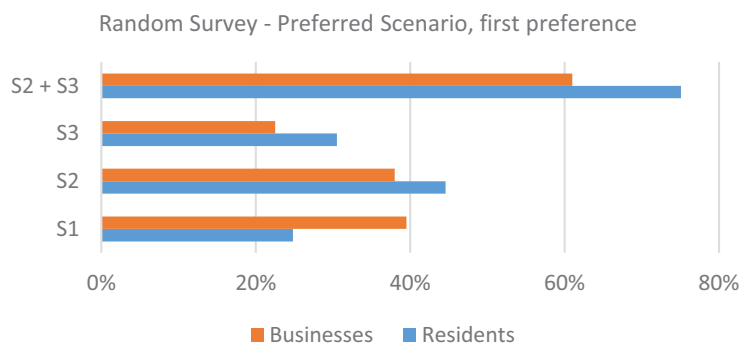
This consultation should also be viewed in context of the level of awareness and participation in the preceding stages of consultation - including the Community Strategic Plan Review occurring from December 2017 to March 2018 and the initial public exhibition of the draft IPR plans in May/June 2018 (28 days).

2.1 Scenario Preferences

The level of support for the proposal is summarised below:

2.1.1 Randomly selected preferences - 619 respondents

In October 2018 Council commissioned Jetty Research to independently conduct a random and representative telephone survey of residents and businesses, to understand community sentiment towards proposed rate increase options. In total 419 residents and 200 businesses completed the survey. The random sampling error for these sample sizes is +/- 4.3% among residents, +/-6.9% among businesses and +/- 3.9% at the total sample level, all calculated at the 95% confidence level. This means that the results are an accurate reflection of key stakeholder views within +/- 3.9%. The following graph shows the first preference results:



Among residents, almost half of those surveyed (45%) preferred Scenario 2, while a further 30% selected Scenario 3 as their first preference. In all, 75% of residents preferred a scenario involving a SRV, while just 25% chose Scenario 1 as their preferred option. 41% of residents were unwilling to offer a second preference. Of those who did offer a second preference, Scenario 2 was favoured by 30% of residents.

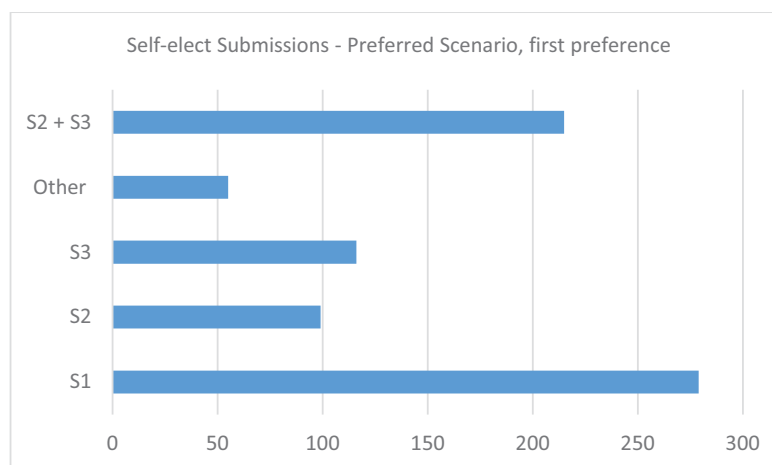
Among businesses, Scenarios 1 and 2 were almost equally preferred (39% and 38% respectively) while 23% chose Scenario 3 as their preferred option. Half of the businesses (52%) were unwilling to offer a second preference; of those who did offer a second preference, Scenario 2 was favoured by 25%.

Nine out of 10 respondents were ratepayers of the North Sydney LGA. Based on first preferences, when separating ratepayers and non-ratepayers, 74% of the respondents who are ratepayers of the LGA, and 78% of non-ratepayers, support a financial scenario involving a SRV i.e. an increase above the annual rate peg.

When combining first and second preferences, results suggest that preference for Scenario 2 is highest among both groups (as indicated by S2+S3 in the graph), with 75% of residents and 64% of businesses considering Scenario 2 a first or second preference. Respondents whose first preference was Scenario 2 were significantly more likely to support Scenario 3 than Scenario 1 as their second preference (at 38% and 23% respectively).

2.1.2 Self-elect group preferences - 549 respondents

In addition to the random representative survey, Council also sought feedback via submission (various formats). A total of 549 self-elect submissions were received - the majority (n=452) were via the online/hard copy Feedback Form and other formats included emails, letters, CRM, verbal feedback and Precinct Committees minutes. This count also includes the six submissions responding to the exhibited Amended IPR Plans. All submissions were sent an initial acknowledgement, including an auto-generated acknowledgement if submitted via the Online Feedback Form. The following graph shows the first preference results:



In summary:

- half of the self-elect submissions prefer Scenario 1¹, whilst 39% of the submissions support a scenario involving a SRV;
- a small number of submissions preferring Scenario 1 indicated a second preference; second preferences were not requested. Of these, three submissions said they would support a modest/less than 5% rate increase.

2.1.3 Combined sentiment - 651 respondents total

The following table shows the combined results of all feedback received:

	Scenario 1	Scenario 2	Scenario 3	Other	Total	Scenarios 2 + 3
Randomly selected group	183 29.6%	263 42.5%	173 27.9%	n/a	619 100%	436 70.4%
Self-elected group	279 51%	99 18%	115 21%	56 10%	549 100%	214 39%
TOTAL	462 39%	362 31%	289 25%	55 5%	1,168 100%	651 56%

Overall, based on preferences, there is demonstrated community awareness of the proposal and support for a combined SRV/minimum rate increase, with fairness cited as a key motivation for supporting the SRV being equally applicable to those on the minimum rate. And largely there was support for the associated program of works.

2.2 Preference Reasons

The following section provides a high level summary of the key reasons for respondents preferred scenario. For the full list of reasons given (categorised by theme) refer to Sections 3 and 4 respectively.

2.2.1 Randomly selected group reasoning

Not all survey respondents provided reasons for their preference. The following table gives the top four reasons per preference (from n=97 residential responses and n=74 business respondents that provided reasons for their preference), noting that multiple reasons were allowed. All reasons given are detailed in Appendix 6.

Scenario 1	Scenario 2	Scenario 3
1. Amount proposed is too high 2. Can't afford additional rates 3. Council should manage funds better 4. Don't need additional facilities	1. Need to maintain current level of service 2. Amount proposed is affordable 3. Need the additional facility upgrades/asset maintenance 4. Fairest/compromise option	1. Need the additional facility upgrades/asset maintenance 2. Need to maintain current level of service 3. Amount proposed is affordable 4. Best option for community

2.2.2 Self-elect group reasoning

Not all self-elect respondents (i.e. submitters) provided reasons for their preference. Submitters' top five reasons per preference, noting that multiple reasons were allowed, were:

¹ This is not a surprising result, as the negatively motivated are more likely to respond.

1. Expenditure priorities (n=253)
2. Financial management (n=192)
3. Capacity/willingness to pay (n=93)
4. Others various (n=81)
5. Alternate options (n=77)

Different categorisation was used in the analysis of both feedback sources, with the distinction being that the categorisation of the self-elect group did not separate/differentiate between positive and negative feedback per theme applied, all feedback has been grouped together per theme. Regardless, it is evident that similar themes/issues emerged amongst both feedback sources.

2.2.3 Overall reasoning sentiment - Combined sources

Not discounting the demonstrated support for a SRV/minimum rate increase; it is important to note the numerous well considered submissions received, and acknowledge the effort and time taken to provide feedback. Whilst the random representative survey and submissions used different methods to collate and analyse the “reasons” given for scenario preference, and thus direct cross analysis is not possible; it was possible to identify the common themes/issues across both sources. These include, but are not limited to (not in any priority order):

- a) Growth - current and planned development/construction across the LGA will bring on more rateable properties, in turn generating more rateable income. Some feedback said growth was a key reason a SRV was unwarranted, whilst others acknowledged that with an increase in properties numbers comes an increase in population, be it more residents or business/workers; thus increasing demand for the provision of Council services and maintenance of infrastructure/assets.
- b) Efficiency and Productivity - some felt that the proposal to increase rates was not supported by demonstration of efficiency gains, productivity improvements and/or cost containment strategies by the Council. A minority of this feedback was made in the context of perceived “sudden” poor financial management by the Council, in light of a reported surplus/sound financial performance of recent years.
- c) Financial management - some comments were negative about Council's current/recent project management and service delivery; citing specific recent projects as examples of unsatisfactory community outcomes and/or perceived wastage.
- d) Current service levels - some feedback felt that Council was not meeting its current service levels and should focus on improving currents/responsiveness before taking on new projects.
- e) Engagement - there was some negative feedback regarding the timing of the engagement, noting it conflicted with end of year events and school holidays which prohibited participation. Notwithstanding, both the volume and breadth of feedback (Sections 3 and 4) and the level of ‘inform’ engagement (Section 2), indicate significant stakeholder awareness of the proposal. This was supported by the random representative survey which found that prior awareness of the proposal was high, with 45% of all respondents claiming awareness, including 64% of residents and 36% of business respondents.

3. Promotion and Awareness

Council's *Community Engagement Policy* states that Council will engage the community when issues involving decision making or policy formulation are deemed, by Council officers or the elected Council, to be of specific interest to the community, and/or arise that may have a significant immediate or long term impact on the local community.²

In line with Council's guiding principles for engagement, the framework illustrated in the table below was used to determine the most appropriate engagement methodologies for the *Community Engagement Strategy* which outlined how Council would involve the community in applying for a special rate variation, effective from 2019/20. This framework has been adapted from the IAP2 Public Participation Spectrum. Council used this framework to ensure a range of 'levels' of engagement were offered. The *Community Engagement Strategy* was adopted by the Council at its meeting of 29 October 2018.

LEVEL	DESCRIPTION
Inform	Providing balanced and objective information to help the community understand problems, alternatives, opportunities and/or solutions
Consult	Obtain public feedback on alternatives and/or decisions
Involve	Work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered
Collaborate	Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution

This consultation should also be viewed in context of the level of awareness and participation in the preceding stages of consultation - including the Community Strategic Plan Review occurring from December 2017 to March 2018 and the initial public exhibition of the draft IPR plans in May/June 2018.

This section details the communication methods use to 'inform' the community of the proposal/opportunity to have a say.

The proposal/opportunity to have a say was promoted via a banner on the home page of Council's website (plus as a news item and Have Your Say listing) and online engagement platform (dedicated webpage)³, with the latter automatically accessible via Council's website (Have Your Say listing). During the engagement period there were 21,194 viewers who potentially saw the home page banner, 233 clicks on the News Item and 423 clicks to the dedicated webpage.

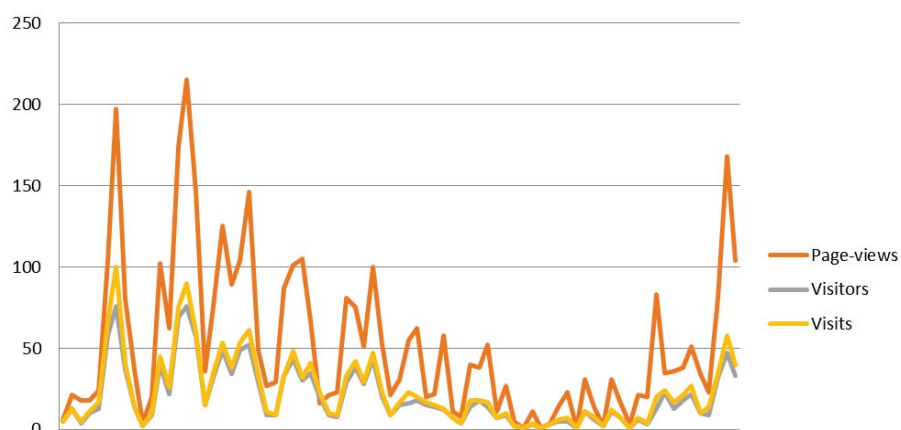
The following chart, extracted from Your Say North Sydney (Engagement HQ) shows the number of visits and page views⁴ of the dedicated webpage. The maximum number of views per day was 215. The maximum number of visits⁵ per day was 100.

² Council's Policy Manual can be viewed at <http://www.northsydney.nsw.gov.au/www/html/2210-policymanual.asp>

³ <https://yoursay.northsydney.nsw.gov.au/proposed-srv>

⁴ Total occasions a page is loaded.

⁵ Total unique visits by individuals.



The following table summarises the 'level of engagement' via the webpage; 277 of the 653 'informed' visited multiple pages:

Level of Engagement	No.
Aware - visited project or tool page	1,328
Informed - performed an action e.g. downloaded a document	653
Engaged - contributed (completed feedback form)	411

The following table details the main online document downloads/views, giving indication of the documents inspected by those 'informed':

Document/Widget	Downloads/Views
Information Sheet	152
Fact Sheet No. 1 - Scenario 1	64
Key Dates	59
Fact Sheet No. 2 - Scenario 2	55
FAQS	50
Information Sessions Presentation Slides	41
Fact Sheet No. 3 - Scenario 3	40
Council report GMO01 - 29 October 2018	19

Several adverts were run in the local papers. Appendix 1 details the adverts that were included in the Mosman Daily, which is distributed to the majority of the LGA, and the North Shore Times, which is distributed to a small portion of the LGA.

A media release was issued on 1 November 2018. The proposal/opportunity to have a say received the following media coverage - refer to Appendix 2 for the media clippings:

- 8 November 2018 - Mosman Daily, Rate rise plan splits Council as residents wait, p. 4
- 22 November 2018 - Mosman Daily, Rate rises should be none of their business (letter to the editor), p. 33
- 29 November 2018 - Mosman Daily, Wastes of money can be found all around us (letter to the editor), p. 28
- Monday 3 December 2018 - Channel 7, part of story responding to IPART's media release listing the 14 councils who submitted intent to apply
- Monday 3 December 2018 - Channel 9, part of story responding to IPART's media release listing the 14 councils who submitted intent to apply

- Thursday 6 December 2018 - Mosman Daily, Closure congestion, (letter to the editor), p. 35
- December 2018, Issue 94 - North Shore Living, Rate Rise Panic, p. 8
- Tuesday 15 January 2019 - Mosman Daily (online edition), North Sydney Council rates rise questioned by residents⁶
- Thursday 17 January 2019 - Mosman Daily, Local rate expectations remain low, p. 7

All ratepayers were informed of Council's intention to apply for a rate variation and minimum rate increase. A Direct Letter outlining the proposed variation was sent to all residential and business ratepayers accompanied by a 4-page Information Sheet. The back page of the letter included translated information and refers to Council's Translating and Interpreting Service (TIS).

The Information Sheet included an indicative calculator showing the average proposed residential and business rate per scenario, and for various land value ranges. It detailed the proposed program of works to be funded by the additional income raised by Scenarios 2 and 3; the service reductions proposed under Scenario 1 to achieve a balanced budget; and how to get involved in the consultation process.

The majority of ratepayers (n=24,696) received the Direct Letter and Information Sheet via post, and 2,916 ratepayers receive theirs via email, helping to reduce the printing/postage cost. Council identified 8,694 rate paying properties (as at 21 October 2018) where the nominated address was a real estate agent, suggesting that these properties are most likely an investment property. As many local real estate agents manage multiple properties, to make it easier for investors to take part in the engagement, staff sent one unique email to each real estate agent with a list of property addresses they manage and ask them to forward it onto the ratepayer. This meant real estate agents didn't receive numerous letters in the post to action and postage costs associated with the Direct Letter mail out were further reduced. This was well received by the real estate agents, with many confirming they had passed on the correspondence.

Council produced a series of Fact Sheets that were made available from Council's website, the Customer Service Centre, Stanton Library and the Information Sessions and Drop-in Kiosks:

- Fact Sheet 1: Scenario 1 - Reduced Services
- Fact Sheet 2: Scenario 2 - Proposed Projects
- Fact Sheet 3: Scenario 3 - Proposed Projects

The proposal/opportunity to have a say was promoted via signage/posters and flyers, available at the Customer Service Centre, Stanton Library, North Sydney Olympic Pool and Coal Loader Centre for Sustainability and in community noticeboards (n=60) throughout the LGA.

⁶ <https://www.dailytelegraph.com.au/newslocal/mosman-daily/rate-rise-plans-split-council-as-residents-wait/news-story/> (accessed 16 January 2019)



Photo: Information Display in Civic Park



Photo: Flyer/Poster in Bus Shelter Noticeboard

Information about the SRV proposal and Council's amended IPR plans, plus how to have a say on was promoted to all Precinct Committees via two memorandums sent on 2 November 2018 and a reminder sent on 30 November 2018, including promotion of the additional Information Session and an offer for staff to attend Committee meetings to talk the proposal⁷. The proposal/opportunity to have a say was also promoted weekly via the Precincts E-news. Appendix 4 details the motions of six Precinct Committees (treated as submissions, holding no more weight than an individual submission). Another five Precinct Committees also noted in their Minutes that they had discussed and/or promoted the proposal/opportunity to have a say at either their November or December 2018 meeting.

The proposal/opportunity to have a say was promoted via Council's various E-newsletters (not including Precincts E-news) as detailed in the following table:

Date	Subscription	No. subscribers	No. unique opens	Total opens*	No. SRV related link clicks
14/01/19	Business E-news	672	230	493	1
28/12/18	Stanton E-news	1,498	754	1,776	3
19/12/18	Council E-news	1,071	445	1,083	4
19/12/18	Bushcare Summer E-news	1,207	477	1,086	5
6/12/18	Special SRV E-news	866	393	1,093	34
5/12/18	Business E-news	663	221	474	1
3/12/18	Stanton E-news	1,491	778	1,491	5
29/11/18	Green Events	2,996	1,230	2,370	13
8/11/18	Business E-news	656	216	519	3
6/11/18	Special SRV E-news	381	189	510	24
6/11/18	Council E-news	1,056	507	1,032	22

Source: Campaign Monitor (extracted 18 January 2019) [* opened more than one]

⁷ No Precinct Committees requested a Council staff member address their Committee meeting about the proposal; the General Manager was invited to the Willoughby Bay Precinct Committee's December 2018 meeting which was promoted as Christmas Drinks and was spontaneously requested to talk to the proposal.

The proposal/opportunity to have a say was promoted via Council's social media channels. Appendix 3 shows the various posts. The below statistics demonstrate that a significant number of community members were aware of the proposal, including the information sessions. The following table details the level of engagement via Facebook:

Date	Post	Reach	Reactions	Shares	Comments
06/11/18	Post 1	4,616	31	6	4
12/11/18	Post 2	1,730	9	0	0
16/11/18	Post 3	3,989	12	1	0
20/11/18	Post 4	709	6	0	0
03/12/18	Post 5	4,569	23	4	9
08/01/19	Post 6	4,645	24	2	0

The following table details the level of engagement via Twitter:

Date	Post	Reach	Comments	Retweets	Comments on Retweets
06/11/18	Post 1	1,865	1	0	0
12/11/18	Post 2	1,813	0	1	0
16/11/18	Post 3	885	0	0	0
20/11/18	Post 4	1,145	0	1	0
03/12/18	Post 5	1,382	0	1	1
08/01/19	Post 6	576	0	1	1

The following table details the level of engagement via Instagram:

Date	Post	Likes	Comments
06/11/18	Post 1	69	2
12/11/18	Post 2	7	0
16/11/18	Post 3	72	1
02/11/18	Post 4	65	1
03/12/18	Post 5	86	1
08/01/18	Post 6	82	0

3.1 Information Sessions

Over 30 people attended the Information Sessions as detailed in the table below. The fourth session was called in response to community feedback that there was insufficient notice of the first event. The sessions were primarily promoted by social media, E-newsletters, adverts and webpage. The level of awareness per inform method used it detailed above.

Dates	Venue	No.
7 November	North Sydney Leagues Club (Norths), Cammeray	0
12 November	Hutley Hall, North Sydney	9
22 November	Neutral Bay Club, Neutral Bay	14
12 December	Hutley Hall, North Sydney	9
TOTAL		32

Following presentations by senior staff, attendees were given the opportunity to ask questions of the senior staff following the presentations. Council engaged an external MC for all sessions, in particular to independently facilitate the Q&A session (which was transcribed). The presentation slides were published on 23 November 2018 and were viewed 41 times.



Photo: Information Session No. 3, Neutral Bay Club

3.2 Drop-in Information Kiosks

Eight (8) information kiosks were held, providing the opportunity to talk one on one with staff about the proposal. The following table details the dates and venues, showing that the locations were distributed across both the duration of the engagement period the LGA. Staff discussed the proposal in detail with 141 people; this figure does not include the total number of people to which information was distributed. Collectively, hundreds of people passed by the kiosks held at markets/shopping villages where as the others were standalone events (*), with the majority intentionally attending.

Dates	Venue	No.
11 November 2018	Kirribilli Art Design & Fashion Markets	24
14 November 2018	Brett Whiteley Place, North Sydney *	15
17 November 2018	Ros Crichton Pavilion during the Northside Produce Markets	9
21 November 2018	Grosvenor Lane Carpark, Neutral Bay *	26
25 November 2018	Coal Loader Artisans Market	20
1 December 2018	Ros Crichton Pavilion during the Northside Produce Markets	3
4 December 2018	Crows Nest Centre *	2
12 January 2019	Cammeraygal Place, Cammeray Village (between Miller St and car park) *	42
TOTAL		141

Additionally, staff received over 40 phone calls and emails from people wanting more information about the proposal during the engagement period.

Photo: Drop-in Information Kiosk No. 3
Ros Crichton Pavilion, North SydneyPhoto: Drop-in Information Kiosk No. 4
Grosvenor Lane Car Park, Neutral Bay



Photo: Drop-in Information Kiosk No. 8, Cammeraygal Place, Cammeray

4. Random Representative Survey

In October 2018 Council commissioned Jetty Research to conduct a random and representative telephone survey of residents and businesses, to understand community sentiment towards proposed rate increase options⁸. Refer to Appendix 5 for the full report and analysis prepared by Jetty Research (January 2019).

The surveys were conducted in November/December 2018, following distribution of the 4-page Information Sheet (exactly the same document as was sent to all ratepayers via the Direct Letter mail out) outlining the proposed funding options.

In accordance with IPART guidance⁹:

- the sample is representative of the population, and is of sufficient size¹⁰, to generate statistically reliable results; and
- the survey is representative of those of the community as a whole, as participants included both ratepayers and non-ratepayers.

The objectives of the survey were to measure:

1. awareness/knowledge of the proposed SRV and minimum rate increase;
2. awareness of reading of the Information Sheet distributed upon recruitment;
3. support/opposition towards various financial scenarios:
 - a) Scenario 1 - no SRV (rate peg only)
 - b) Scenario 2 - 5.5% SRV (inclusive of the annual rate peg)
 - c) Scenario 3 - 7% (inclusive of the annual rate peg); and
4. reasons for support/opposition.

4.1 Methodology

Residents and business living/operating in the North Sydney LGA (within the postcodes of 2060, 2061, 2062, 2065, 2089 and 2090) were initially randomly recruited in a short qualifying, computer assisted telephone interview (CATI). Recruitment was conducted using a random fixed line and mobile telephone poll of residents 18 years and over. Residential respondents were initially selected at random from a verified and random telephone database of 6,470 residential fixed line and mobile telephone numbers within the LGA. For the business survey, Council supplied a list of 337 commercial ratepayers with phone numbers extracted from its rate database. To this Jetty Research added a commercial list of 907 businesses operating within the LGA. To avoid response bias, no mention of the survey's subject matter was made during the interviewer's preamble.

Telephone recruitment was conducted between 20 November and 4 December 2018, with an average interview length of three minutes. 840 potential respondents (500 residential and 340 businesses) were initially recruited and sent the Information Sheet outlining the proposed funding options/ program of works. After allowing a few days for the potential respondents to read the information, Jetty Research recontacted them to ask them to complete the survey. Surveying was completed by 16 December 2018.

⁸ While the survey was predominantly conducted by phone, some respondents chose to complete online after initial telephone recruitment.

⁹ IPART Fact Sheet: community awareness and engagement for special variations, November 2017.

¹⁰ Approximately 400 respondents.

4.2 Sample

In total 419 residents and 200 businesses completed the survey.

The random sampling error for these sample sizes is +/- 4.3% among residents, +/- 6.9% among businesses and +/-3.9% at the total sample level, all calculated at the 95% confidence level. This means that the results are an accurate reflection of key stakeholder views within +/- 3.9%.

Nine out of 10 respondents were ratepayers of the North Sydney LGA.

The level of participation was almost equally split between those living in medium-low density dwellings (51%) and those in high density dwellings (49%)¹¹. This information is important in that, whilst high density dwellings represent the majority of total dwelling types in the LGA, a higher than representative proportion of feedback was obtained from those not on the minimum rate:

- Those living in detached or semi-detached houses were more likely to support Scenario 1 (at 31%, against 22% of those living in apartments - high density);
- 49% of apartments dwellers preferred Scenario 2 (against 40% of those living in detached or semi-detached houses); and
- The proportion choosing Scenario 3 was the same across both high and low/medium density housing, at around 30%.

4.3 Analysis

Interviewing was conducted by CATI from the premises of the Consultant, as was all data analysis and reporting using SPSS+ software.

4.4 Detailed Findings - Preferred Scenario

The following table shows the preference scenario first preference results:

	Scenario 1	Scenario 2	Scenario 3	Total	Scenarios 2 + 3
Residents	104 24.8%	187 44.6%	128 30.5%	419 100%	315 75.1%
Business	79 39.5%	76 38%	45 22.5%	200 100%	121 60.5%
TOTAL	183 29.6%	263 42.5%	173 27.9%	619 100%	436 70.4%

In summary, the survey found:

- Prior awareness of the proposed SRV was high, with 45% of all respondents claiming awareness of the SRV proposal. This included 36% of businesses/commercial ratepayers and 64% of residents.
- Among residents, almost half of those surveyed (45%) preferred Scenario 2, while a further 30% selected Scenario 3 as their first preference. In all, 75% of residents preferred a scenario involving a SRV, while just 25% chose Scenario 1 as their preferred option. 41% of residents were unwilling to offer a second preference. Of those who did offer a second preference, Scenario 2 was favoured by 30% of residents.
- Among businesses, Scenarios 1 and 2 were almost equally preferred (39% and 38% respectively) while 23% chose Scenario 3 as their preferred option. Half

¹¹ Representing 64.2% of total dwelling types as at 2016.

of the businesses (52%) were unwilling to offer a second preference; of those who did offer a second preference, Scenario 2 was favoured by 25%.

- Based on first preferences, when separating ratepayers and non-ratepayers, 74% of the respondents who are ratepayers of the LGA and 78% of non-ratepayers support a financial scenario involving a SRV i.e. an increase above the annual rate peg.
- When combining first and second preferences, results suggest that preference for Scenario 2 is highest among both groups, with 75% of residents and 64% of businesses considering Scenario 2 a first or second preference.
- Respondents whose first preference was Scenario 2 were significantly more likely to support Scenario 3 than Scenario 1 as their second preference (at 38% and 23% respectively).

4.4.1 Preferred Scenario Reasoning

Respondents were asked their reasons for preferring Scenarios 1, 2 or 3 as their first preference. The following table gives the top four reasons per preference (from n=97 residential responses and n=74 business response), noting that multiple reasons were allowed. Noting that three of the top four reasons were the same for Scenarios 2 and 3. Refer to Appendix 5 for the full analysis.

Scenario 1	Scenario 2	Scenario 3
1. Amount proposed is too high 2. Can't afford additional rates 3. Council should manage funds better 4. Don't need additional facilities	1. Need to maintain current level of service 2. Amount proposed is affordable 3. Need the additional facility upgrades/asset maintenance 4. Fairest/compromise option	1. Need the additional facility upgrades/asset maintenance 2. Need to maintain current level of service 3. Amount proposed is affordable 4. Best option for community

Source: Appendix 5, Jetty Research

5. Self-elect Submissions

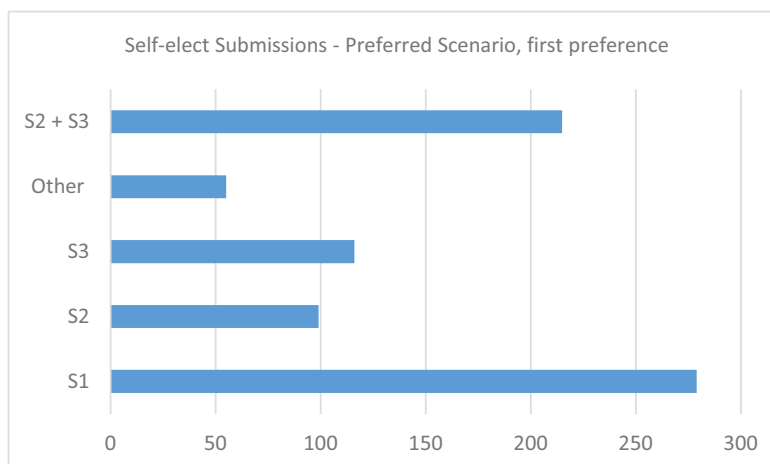
The other 'consult' level of engagement/method offered was self-elect submissions. A total of 549 submissions were received. Submissions were received in a variety of formats. Both the high number of submissions, and the breadth of formats by which feedback was received, indicates a high level of awareness of the proposal and the opportunity to have a say.

All submissions received by midnight on 16 January 2019 have been analysed; analysis was conducted in-house. The majority of feedback was received via the Online Feedback Form, hosted on the dedicated Your Say web page. It is noted that:

- some respondents made multiple submissions e.g. completed the Online Feedback Form and made a submission by email or made two email submissions, one for each property they own.
- a small number of submissions had the same content, suggesting a form letter/template;
- some email submissions included IPART as a CC¹²; and
- service requests will be tasked to the responsible officer for review/action; and a response provided to the submitter where warranted.

The following table and corresponding graph detail the total number of submissions by format/source, and categorisation by funding preference indicated. 'Other' includes all objections to the proposed increase and/or to any rate increase.

	Scenario 1	Scenario 2	Scenario 3	Other	Total	Scenarios 2 + 3
Online Feedback Form (EHQ)	257	91	104	n/a	452	195
Email (registered in ECM)	18	5	9	35	67	14
Letter (registered in ECM)	0	1	0	6	7	1
CRM	1	0	0	2	3	0
Verbal	0	1	0	6	7	1
Precinct Committees	1	0	0	5	6	0
Amended IPR Plans	2	1	2	2	7	4
TOTAL	279 51%	99 18%	115 21%	56 10%	549 100%	215 39%



¹²IPART will advise, via its website, the total number of submissions received by 11 February 2019, when it published the applications per Council.

In summary:

- half of the self-elect submissions prefer Scenario 1, whilst 39% of the submissions support a scenario involving a SRV;
- a small number of submissions preferring Scenario 1 indicated a second preference; second preferences were not requested. Of these, three submissions said they would support a modest/less than 5% rate increase.

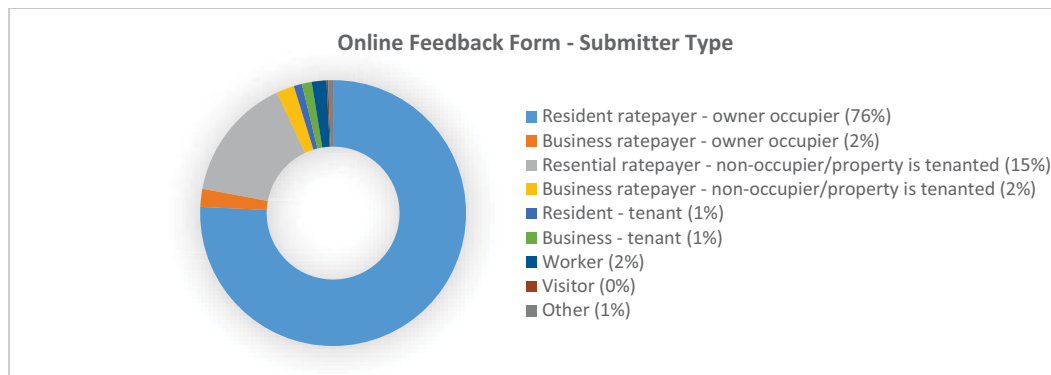
4.1 Online Feedback Form

A total of 452 submissions made via the Online Feedback Form. These submissions were analysed in Engagement HQ (EHQ); this is inclusive of n=30 hard copies received, which were distributed via the Drop-in Information Kiosks/Information Sessions/on request. The form sought the following information from respondents:

- preferred funding option (Scenario 1, 2 or 3) - response to this question was mandatory;
- whether the respondent was a residential/business ratepayer, non-ratepayer resident or tenant and other (worker, visitor, student or other) - response to this question was mandatory;
- the age group of the respondent;
- feedback on the proposed projects under Scenarios 2 and 3, and/or the reductions proposed under Scenario 1 (Question 1); including feedback as to any changes they propose to the expenditure priorities/service reductions proposed (Question 2); and
- other/general feedback (Question 3).

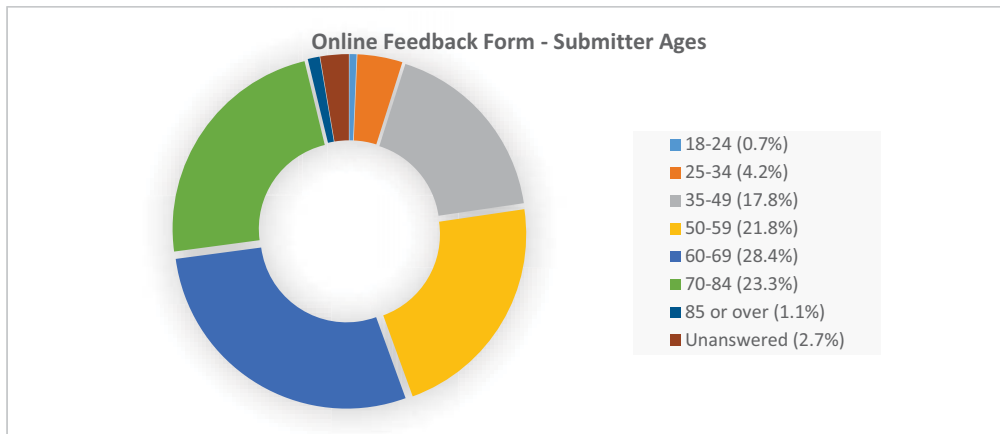
Of the 452 submissions, more than half (57%) prefer Scenario 1, followed by Scenario 3 (23%), then Scenario 2 (20%) - Scenarios 2 and 3 preferences combined (43%). A second preference was not requested.

The following graph shows the respondent spread by ratepayer type. Over three quarters of submissions were made by residential ratepayers who are owner occupiers, and combined total of 5% were from business ratepayers. As one would expect in a consultation proposing a financial increase applicable to ratepayers, that the self-elect submissions would attract a higher proportion of ratepayers to non-ratepayers.

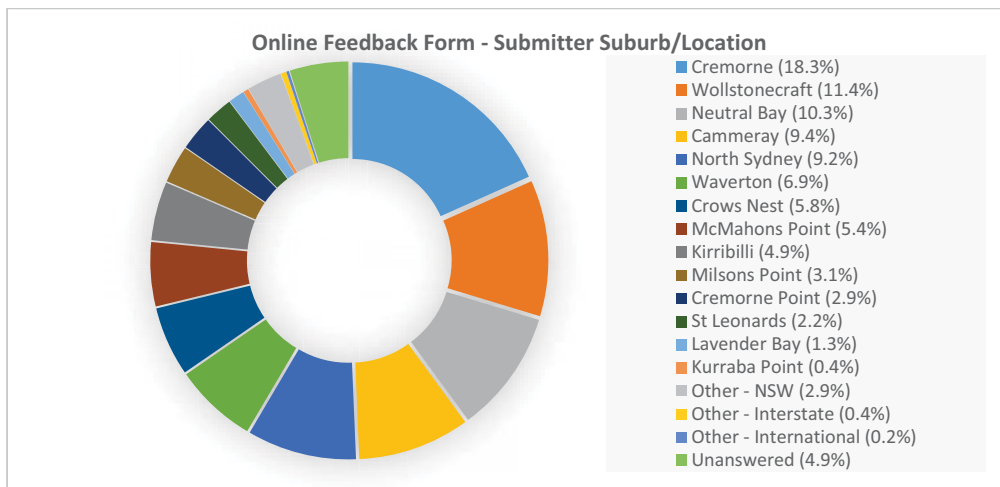


The following graph shows that submissions were received from people of various ages, with respondents aged 60+ being the most common (52.9%). Whilst this result suggests an over representation by this demographic compared with North Sydney's

spread, it is fair to say that people aged 40+ are more likely own property than the younger demographic¹³.



The following graph shows that the majority of respondents live in the North Sydney LGA, with 8.5% from outside the LGA.



The majority of submissions provided reasons for their preferred financial option. The responses to each question have been categorised. The raw responses were initially reviewed before to identify 'high level' themes used to categorise the various reasons provided. The themes used, as listed by alphabetical order, are:

- Alternate options - revenue sources/savings
- Capacity/willingness to pay - affordability
- Engagement - communications/consultation inadequate/unclear/misleading
- Expenditure priorities - feedback on program of works/service reductions
- Financial management - efficiency
- Governing body - councillors/elected body related
- Growth - new development/additional ratepayers coming on board

¹³ This assumption is supported by the following statement by i.d. who in context of North Sydney's housing tenure state "a high concentration of private renters may indicate a transient area attractive to young singles and couples, while a concentration of home owners indicates a more settled area with mature families and empty-nesters". <https://profile.id.com.au/north-sydney/tenure> (accessed 22 January 2019).

- Other - DWMC related (i.e. not funded by the proposed SRV)
- Other - various e.g. service requests, compliments, personal experience and statement of position (preferred scenario)
- Rating system - inequity/misunderstanding
- Service levels - perception current service levels not being met

4.1.1 Comments Analysis

Question 1 sought feedback on the expenditure projects/service reductions proposed under each Scenario (total n=273 responses). Question 2 sought feedback as to recommended changes to the expenditure priorities/proposed service reductions (n=171 responses). The following table quantifies the reasons given by theme, noting that many responses included multiple reasons.

Theme	No. Question 1	No. Question 2
Alternate options	18	26
Capacity/willingness to pay	32	10
Engagement	22	5
Expenditure priorities	157	61
Financial management	70	40
Governing body	3	0
Growth	6	4
Other - DWMC related	6	3
Other - various	39	42
Rating system	5	1
Service Levels	9	1

Whilst both questions obtained majority feedback on the proposed “expenditure priorities” (combined n=218) per scenario, this has been further detailed in a separate table below. The next most common themes were “financial management” (combined n=110), “other - various” (combined n=81) and “alternate options” (n=44). The majority of responses detailed multiple reasons. The following table provides a summary to give indicative sense of the key issues raised.¹⁴

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
Alternate options (n=44)	<ul style="list-style-type: none"> • Has Council assessed whether any of the projects are attributable to specific users for which a user charge can be developed and implemented? For capital projects, such as retaining sea walls, do these impact private property and should those owners be asked to make a specific contribution? • Suggest you mount a campaign to obtain substantial Federal and State co-funding for the refurbishment of NSOP. In this election year, there would be a good chance of success and 	<ul style="list-style-type: none"> • Would like to see a scenario 1.5, between 1 and 2, where current services are maintained, but without additional investment in Cremorne, Neutral Bay, Kirribilli. Further the additional investment does not appear to have been apportioned equitably across the various suburbs. • There should be another option of scenario 4, with major cost reductions, thus below rate peg. • Perform an expenditure review with resident reps having decision-

¹⁴ Note: whilst “other - various” ranks third highest, it has been excluded from the table because the majority of responses reaffirmed the scenario preference (statement of position). Similarly, “expenditure priorities” (n=218) is also not included here but has been included a separate table detailing the combined issues raised for all questions. The remaining themes are listed by highest to lowest in terms of most common.

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>this would work to the ratepayers' advantage.</p> <ul style="list-style-type: none"> Implement more aggressive cost reductions from productivity improvements and process streamlining. Looks at improving efficiencies in all departments throughout the Council, then the reductions listed in Scenario 1 can be much less. Cut back Councillor and management travel, conferences and allowances that are wasteful/not necessary for the job performance. Suggest the thriving business community should also bear some responsibility and foot the bill for the extra 2% to allow you to achieve Scenario 3. There is a large business community in the North Sydney CBD who use our roads, parks and public spaces and fill public bins with rubbish. Find it hard to believe that there is so little opportunity to cut costs that the only alternative is a drastic cut in services. I would like to see a more realistic outline of how the cost of running the council could be altered by looking at methods of delivering services at lower cost rather than simply cutting services with no apparent desire to reduce costs across the entity. Look for reserves in administration. I advocate a far greater User Pays concept be adopted for all council operated facilities and activities including library, use of council facilities etc. Suggest that NSC propose a one off special levy for specific projects. 	<p>making power to determine what is to remain and what can be cut.</p> <ul style="list-style-type: none"> Scenario 4: same as scenario 1 but without cutting the \$338k for public spaces, presumably this only requires a minimal increase above the peg rate; Scenario 5: Just "maintain all existing services" in. Instead, seek increase in income from events such as: Ticketing for non-residents of North Sydney Council to attend special events such as NYE. This will: a) provide extra income source to offset the increased costs of clean up and impact on the local council facilities, and b) help restrict the huge numbers of non-resident visitors to these events, and improve the livability of the LGA for residents. Suggest we charge more for parking and charge those that leave trailers on the street, generate more money by charging for watercraft left on waterfront etc. Look at how we can maximise that revenue from the CBD area. How about a flat lump sum from each household, not based on land value of properties, say \$200 per household for five years instead. This will assist with the inequity of the current system e.g. for pensioners living in their own homes for decades have to pay a lot more than say a three bedroom unit with views of the harbour of equivalent market sale price. The flat rate of \$200 would be clearly identified separately from the normal rate peg increases and would disappear and not be imposed after the five year period expires - like a special levy. There should be another option of scenario 4, with major cost reductions, thus below rate peg.
Capacity/ willingness to pay (n=42)	<ul style="list-style-type: none"> Scenario 2 would seem a more prudent approach to this SRV. It will enable all existing services to be maintained and deliver on some key projects. Scenario 3 quite frankly is excessive. Seriously!!!, so out of the 3 options we decide to go for the most expensive one. Already our rates are climbing on a yearly basis. For years now our rates have been going up and up. This is not only because of the agreed rate on land value but the 	<ul style="list-style-type: none"> You are asking for far too much for far too long, think of all the pensioners. Can't afford any increase in rates. At this stage cannot support scenarios 2 or 3. Scenario 3 - too much of a rate in increase in too short a time period.

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>introduction of various charges and levies (levies are just another form of taxes) mainly on infrastructure and environment</p> <ul style="list-style-type: none"> • Think the rates are reasonable and we need to maintain services. Scenario 3 would probably place more of a financial burden on residents. • Rate rises add to the cost of living. Living in Sydney is expensive. • Scenario 1 is an increase in rates greater than the increase in my income. North Sydney Council should not consider it self-removed from economic reality and as a consequence put further economic strain on its rate payers. • With wages remaining low and living costs increasing I would never support an increase in rates for non-essential services. • It is expensive enough to own and operate properties in the current economic climate, and adding and additional expense to owners and occupiers in LGA is not warranted in such an uncertain economic climate. • Scenario 3 represents a responsible approach to the challenges Council faces in the foreseeable future. And it will cost me about the price of a cup of coffee per day! I'm sorry for anyone who thinks that's not a bargain! • Rates are already high for the services that I do not use in my suburb. • As a business we are looking to reduce costs and as such will seek the lowest rate increase • I have lived within other councils previously and have not enjoyed the services that Council offers at comparatively cheap rate levies. I believe the increased services that the increase will provide will only benefit all residents within the North Sydney Council area. • We don't believe the proposed projects are so desirable as to inflict financial hardship on ratepayers. 	
Engagement (n=27)	<ul style="list-style-type: none"> • The reductions proposed are designed to produce an emotional response in respondents and I am sure there are other areas of service that 	<ul style="list-style-type: none"> • Consult properly and timely to spend money where it's needed - we got this notification on 12 January and feedback closes 16 January - Shocking! Why did we

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>could be cut which would have less of an impact on residents</p> <ul style="list-style-type: none"> • Insufficient information provided for Scenario 2 and 3. What is \$3m for Neutral Bay and Cremorne Villages to be spent on? What does that get rate payers? • Scenario 1 seems a ridiculous scare tactic by indicating a "need to reduce services". This does NOT need to happen if there is with responsible financial management. • The rate peg scenario is written in a manner that makes it most unattractive. I find it hard to believe that there is so little opportunity to cut costs that the only alternative is a drastic cut in services • Object to the tone of the information brochure which is threatening and bullying. The fact that you target community services for reductions is despicable. • No information on the current funds held by Council for our comparison; e.g. employment numbers and wages increases. No information as to the current funds expended on the various services. • Not enough information/ justification provided regarding what are the essential infrastructure for the amount to be spent since the infrastructure is supposed to be adequately maintained before it is classified as poor condition. • Asking residents to vote on a list of projects in Scenarios 2 and 3, suggests that project priorities will be determined by the loudest voices and not the greatest need. It is assumed that Council would classified the various projects on the basis of need and urgency... • Feedback on each scenario would be enhanced if residents and ratepayers had access to an independent analysis for each scenario. We have been presented with scenarios and financial information which have been prepared by Council. Council has a vested interest in the SRV proposal proceeding and an independent third-party analysis would have been useful for residents and ratepayers to better assess the proposal. For 	<p>not get this with our last rates notice?</p> <ul style="list-style-type: none"> • Need for further community engagement - more details of proposed works and financials should be more forthcoming. • Council needs to give the rate payer a comprehensive guide as to where and what they will spend the money on in these areas. •

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>example, what sort of cost-savings beyond what have nominated by Council would forestall the need for an SRV? We simply don't know.</p> <ul style="list-style-type: none"> Neutral Bay and Cremorne village upgrade- no information provided as to how the current serviceable areas can be improved. The proposed cut back to services feels like a threat! Any sensible person realises that rate increases have to occur, but to couch these in this format is unnecessary and disturbing. Insufficient information provided for funding to other major projects. Insufficient information provided to compare proposed scenarios with existing rates. Very narrow information - poorly designed survey - information all over the place, not in one document/place... library, NSC chambers, etc. Very confusing to older people etc - guaranteed not to get a true/accurate result... Am of the opinion that the need for, and purpose of, a different revenue path for the Council's General Fund was not sufficiently or clearly articulated and identified in the council presented documentation. The Scenario's presented on council Factsheets were dot points and felt the information was insufficient. I subsequently viewed Council's Financial Statements for 2017 on the Council website and am satisfied that Council's financial situation is excellent especially when compared to other LGA benchmarks. However, cross-referencing this information with the Scenario's on the Factsheets I feel that the Information Sheet present a negative scenario of Council's present financial state and has the effect of scare tactics to ratepayers that we will all suffer if we do not support the SRV... Council has not provided a persuasive case as to why an increase above the rate peg should apply. 	
Financial management (n=110)	<ul style="list-style-type: none"> Improvement in the capability of Council's management clearly is required, if Council management is incapable of delivering existing services within the long- 	<ul style="list-style-type: none"> Financial burden of Council public work maintenance should be first reduced by finding efficiencies. Government and bureaucratic work

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>run, fully predictable, revenue increases from normal rate adjustment.</p> <ul style="list-style-type: none"> Observed trees in Alexander Street, Crows Nest being removed and replace for being out of shape... viewed this as unnecessary and therefore expect this is a strategy for using up a budget... conclude Council uses up budgets to justify further increases in rates. Is clear Council has a comprehensive overview of and a planned pathway to improve the quality and amenity of the LGA. Why can't you live within your means? Where's the money really going that you now need more?/Look to live within its budget rather than seeking to increase rates/Council had a balanced budget. We are now spending at an increased rate and suggest spend within your budget. While I oppose rate increases, as a residential owner I am prepared to shoulder some of the excesses required by (mis?) management at Council. Council should be looking at internal efficiencies rather than burdening rate payers further. Council has wasted an extraordinary amount of money in recent years on removing street parking to make bike paths which are seldom used, and in doing so have narrowed many streets making them dangerous for traffic flow and large vehicles. This includes the creating of gardens on street corners (ie: down Ben Boyd Road) and planting large plants on many other street corners which have become dangerous for visibility of drivers (i.e. corner of Waters Road and Grosvenor Street). Should be determining how it can streamline its costs; we've certainly seen a huge waste of money splashed across the media in the last few years - maybe parting employees don't need a \$5,000 farewell gift. Proposing \$4.8m spend on a park when we are \$6m in the red is an interesting approach. Scenario 1 and 2 are regressive and therefore unacceptable. 	<p>is extremely inefficient and money-hungry and must be made efficient.</p> <ul style="list-style-type: none"> No provision for any efficiency or productivity gains anywhere. Many of the proposals are attractive. However, I have just watched as a massive bike lane project has been completed in my area. It is very good for bike riders but they are about 2% of the population and many of them are from outside the rate paying area of the council. The bike lane is empty for most of the day but is a damn nuisance to car drivers who are 98% of your ratepayers. Reduce administration costs by increased staff productivity. As a resident and worker in North Sydney the amount of curbing and guttering that has been taking place is bordering on ridiculous. Reduce spending on installing new roundabouts then pull them out and replacing with Stop signs etc - Young St. Management should be sacked to have allowed this financial situation to currently exist. It is an absolute disgrace along Military Road. Neutral Bay and Cremorne are filthy, tired and old, a project so long, long overdue well before the B-Line excuse. Whereas North Sydney wants for nothing. Poor fiscal management has resulted in this money grabbing exercise. Another example of wastage is the decision to put lights in at the intersection of Ernest St and Merlin St. Again to provide for cyclist routes when they don't pay attention to road rules yet argue for access to the roads. There needs to be similar penalties for cyclists as there are for drivers. Apparent haste in which this scheme has been cobbled together, whereby the objective (abandonment of rate advantage) has been set first, and the justification then developed to suit, seems to have precluded the usual first step of seeking efficiency improvements, and, by all reports bypassed the line by line item scrutiny by councillors.

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<ul style="list-style-type: none"> It seems that an efficiency improvement of as little as 1.3% per annum would provide for continuing services at the current level. Believe the Council wastes money in many areas e.g the repaving currently being undertaken considering this was already done in the last 5 years. Mowing verges and planting trees does not need to be sacrificed with better cost and project management Am in favour of an external review of current operations to identify cost reductions which can be achieved, without significant changes to operational outputs... Ted Mack's vision was that the CBD/commercial properties were to offset the rates of residential properties. The net operating prediction for the next two years suggests there is no necessity to reduce services in the short term - any reduction would run counter to NSC stated Mission and Values. We have been fortunate enough to have all the above listed discretionary services for many years with multiple mayors and managers. There has always been plenty of funding for this. The Council is in a strong financial position. It is both generating surpluses and catching up on infrastructure backlog. 	
Governin g body (n=3)	<ul style="list-style-type: none"> This proposal if it were to be approved would be a travesty imposed on residents by Councillors who campaigned on a platform of ensuring responsible management and "no rate increases". Those promises have been forgotten by most Councillors. 	Nil
Growth (n=10)	<ul style="list-style-type: none"> Have so many new apartments and therefore ratepayers in the LGA and you fail to take this revenue into account in any of the calculations. Work this extra revenue into your figures and then work within your budget. Have a growing LGA requiring more rather than less services and upgrading of its infrastructure. Unfathomable that a wealthy Council like Nth Syd with a major business presence and substantial and growing 	<ul style="list-style-type: none"> Rates from the countless new high rise developments will greatly increase revenue.

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	<p>business district is holding private owners to ransom with SRV proposals.</p> <ul style="list-style-type: none"> Council has an increase rate base with additional high rise buildings being constructed and approved. 	
Other - DWMC related (n=9)	<ul style="list-style-type: none"> It is vital that under any rate-increase, Council's services to the public e.g. garbage and recycling collection, garden waste and household cleanup - be maintained at their present "gold" standard level, which is the envy of very many other municipalities. Alternative cost reduction would be to reduce the bi-weekly household collection to bi-annually. Household and green waste collection is generous; would have thought pulling this back by half, i.e. to once a month would be a significant saving. Support an increase in rates ... however would like the Council to look at the residential rubbish waste removal as part of this. Having a wheelie bin instead of a hand loaded rubbish bin for each property that is collected by machine rather than people can be achieved at a cost far less than the current wheelie bin cost. Service reductions to household waste collection and greenwaste collection could be substantially reduced in line with other councils. Collection 4 weekly as opposed to fortnightly currently. Household waste collection should be cut back to monthly or quarterly. Every fortnight, the amount of so-called "waste" that is thrown out is appalling... People are lazy and this is an easy option for them, instead of recycling. 	<ul style="list-style-type: none"> Limit the council clean up pickups by at least half. Some other councils are only twice a year. I propose to once a quarter. It should also make people consider landfill. Every residence should have a wheelie bin included with the rate rise. Cut back household collection services. Currently North Sydney offers fortnightly collections whereas Mosman offers only biannual collections for free. Anything else along the lines of the events you have already listed in Scenario 1 should also be cut given limited benefit to community or significant part of community.
Rating system (n=6)	<ul style="list-style-type: none"> With the increased building activity for residential and business, this must surely equate to more rates being paid to Council. Ensure church properties pay rates for any area not used for charitable work or public prayer. I'm wondering why the % of increase is larger for residential properties than commercial. Calculation of rates payable is inequitable between strata and torrens title properties. Ratio of business and residential should 	<ul style="list-style-type: none"> Ensure church owned properties pay rates for any area not used for charitable work or public prayer.

Theme	Key issues raised per Theme - Q1	Key issues raised per Theme - Q2
	be varied to 60% business and 40% residential.	
Service Levels (n=10)	<ul style="list-style-type: none"> • Very happy with the current level of services and do not wish to see them reduced. • Prepared to have reduced services if Council is incapable of providing current services on the rates received. • Services in the area are generally very good, particularly in relation to waste collection, parks, recreation areas, etc. At times maintenance/services seem poorly allocated/scheduled e.g. footpath and road pavement renewal seems unwarranted in a particular location compared to other locations. During some weeks the mechanical street sweeper will clean our street three times a week regardless of the leaf density in the gutters. At other times no cleaning happens for 10+days even though there has been a heavy leaf fall! • Council provides fantastic public facilities, access to events, and loads of information. • Under Scenario 1, there is proposed street cleaning reduction. Presently, this service has now become virtually non-existent in our street. Therefore, the proposed service reduction would not affect this now non-existent service. 	<ul style="list-style-type: none"> • How about getting regular feedback from people who receive or use the services that you deliver. I for one can tell you about how infrequently (possibly only once this year) that our road gutters, verges and pavement gets swept and the state of the school grounds in my area. The GPS monitoring is likely being "gamed".

Question 3 sought general/other feedback (n=293 responses). The following table quantifies the feedback using the same themes as Question 1 and 2, and provides examples of the key issues to demonstrate the breadth of issues per theme. It is noted that positive/for and negative/against feedback has not been separated, nor is it categorised by scenario preference. The majority of responses provided multiple reasons. The top four themes emerging were "financial management" (n=82), "other - various" (n=63), capacity/willingness to pay" (n=51) and "engagement" (n=37).¹⁵ The remaining themes are listed by highest to lowest in terms of most common.

Theme	Key issues raised per Theme - Question 3
Financial Management (n=82)	<ul style="list-style-type: none"> • Live within means/budget; do more with less; Work within your budget like any business • Identify additional sources of savings • Improve efficiency • Updates to pavers in certain areas to have them pulled out by future works (CBD, Sutherland Street)

¹⁵ Note: whilst "other - various" ranks second highest, it has been excluded from the table because the majority of responses reaffirmed the scenario preference. Similarly, "expenditure priorities" (n=35) is also not included here but has been included a separate table detailing the combined issues raised for all questions.

Theme	Key issues raised per Theme - Question 3
	<ul style="list-style-type: none"> • Council projects in general are not constructed in an efficient manner with consequent over spending. • Much of council's expenditures are totally excessive. A major cost reduction exercise is long overdue. • Cut your salaries. • Concerned with the way taxpayers' money has been spent by Council and wonder if the first thing to do may not be to scrutinise the spending. Very happy that Sutherland street was redone but was terribly shocked to learn that Ausgrid was going (and has started) to demolish all the work just done. What a terrible waste of money. • How much money has been spent by the council on consultant's fees? Perhaps if funds were currently better managed there would be enough money for the projects identified. • Overall you are doing a good job. Am not happy to see that a lot of money has been spent on a "progressive" projects such as a major bike route. This makes me feel that you have had too easy access to cash in the past and that a period of belt tightening would bring some discipline to project selection.
Capacity/willingness to pay (n=51)	<ul style="list-style-type: none"> • Incomes/wages have not increased • Increase seems reasonable, considering affluence of area and rates currently below surrounding council areas. • Self-funded retiree/pensioners on limited income • Current rating is low/compared to surrounding councils/level of service • Rates already on the upper level of affordability • Small increase acceptable
Engagement (n=37)	<ul style="list-style-type: none"> • Disappointment in emotive language of documentation • Lazy proposal; leaflets are convoluted, difficult to understand and make no sense. • Great communication; appreciate the community consultation and the opportunity to respond • Information received after first information session(s) • More financial background information required • More time required for consultation • You have not provided the ratepayers with any coherent financial data justifying any rate increase beyond inflation
Alternate options (n=33)	<ul style="list-style-type: none"> • Why no mention of the North Sydney Olympic Pool development complex be funded by the SRV? • Special levy for specific projects • Council should look for cost savings in current expenditure, defer projects, reduce staff or create efficiency through combining some services with Mosman. • Increase current revenue by changing the rates allocation to 60% businesses and 40% residents for the following reasons: the current CBDs are increasing/floor space in both North Sydney and St Leonards in particular is increasing; workers use sportsfields and businesses should be paying for the privilege; businesses should be paying for upgrades to CBDs, not residents etc. • Please ask State Government to remove fire service levy from insurance and distribute cost among all home owners This could partially offset increase. • No increase should apply to residents over 65 years. • Redevelop military road via private developers.
Growth (n=21)	<ul style="list-style-type: none"> • There are lots of on-going developments with confirmed growth in number of residential and business properties - more revenue will be collected for council. Don't see that this growth taken into account in scenarios calculations. • No mention of increase rates from new office buildings under construction which surely add millions annually • Given the extraordinary over-development of this area, do not understand why developers are not required to pay an infrastructure

Theme	Key issues raised per Theme - Question 3
	<ul style="list-style-type: none"> levy as a proportion of each residential apartment and commercial office space sold. The financial forecast (Fig 3) intentionally omitted the additional ratepayer revenue from all of the new high rise developments.
Rating system (n=12)	<ul style="list-style-type: none"> Having had 5 years of an SRV, Council should now wait until an equitable rating system, with sensible basis for valuation and few minimum rates, is agreed by the State Government. Change the system: We have an inequitable rating system, which should be addressed. Using only Unimproved Capital Value (not based on the value of a vacant block of land, but on the recent sale prices of houses etc.) is nonsense. Minimum rates for apartments should be removed, and the Capital Improved Value of the apartments should be applied. It is inequitable that people living in \$3-\$5m apartments are paying minimum amounts, while pensioners in smaller semidetached properties are paying 2-3 times more in rates.
Governing body (n=11)	<ul style="list-style-type: none"> Disappointed with councillors that only two years ago fought proposed amalgamation on the basis that this would lead to increased rates above the peg. Know because heard councillors state this at public meetings. Yet here we are with councillors supporting the SRV. What has changed in the meantime? Most disappointed with this proposal as at last Council Election it was made very clear that North Sydney was in a very solid financial position. We had surplus whereas Mosman and Willoughby were seriously in debit. What are you using this surplus on???
Service Levels (n=1)	<ul style="list-style-type: none"> Have lived at # Miller St for 2 years and never seen verge mowed or the Street/gutter cleared, so the leaves just get washed into the drains.

All feedback¹⁶ tagged “Expenditure priorities” (program of works/service reductions) was excluded from the above tables, instead this feedback is detailed in Appendix 4, categorised by Scenario.

4.2 Other Submissions

A total of 97 submissions were received from other sources. These have been analysed by preferred financial option as detailed earlier, and by the reasons given for that preference.

The majority of submissions made by email (n=34 of 67) stated an objection to a rate increase but did not necessarily indicate support for an increase by the rate peg only (Scenario 1). A small few (n=4 of 67) clearly stated they did not support an increase of any amount, whilst many stated they strongly objected to the proposal.

The majority of submissions provided reasons for their preferred financial option, with the majority of submissions detailing multiple reasons. All submissions were reviewed before it was determined that the same ‘high level’ themes as used for the Online Feedback Form analysis were suitable for categorising the reasons provided via the other submissions.

The following table quantifies the reasons given (by theme) for submissions preferring Scenario 1, and provides examples of the key issues raised per theme to show the breadth of issues per theme. The table is listed by highest to lowest in terms of most common themes.

¹⁶ Regardless of the question replied to i.e. combines responses for all questions.

Theme	Reasons for Preferring Scenario 1 - summary of key issues raised per Theme
Alternate options (n=11)	<ul style="list-style-type: none"> • Council has a considerable investment portfolio • Why is Council building up an investment portfolio? • Sell off non-essential assets to raise the funds needed to pay for the Scenario 2 and 3 projects • Council should live within its means/cut coat to suit cloth. Look for savings first. Don't incur debt for future residents. • Increase user fees and charges. Shouldn't have to pay for what don't use.
Financial management (n=10)	<ul style="list-style-type: none"> • Council is in a sound financial position/Many of the proposed works are not essential i.e. they could be delayed. Delay decision to apply for SRV for another 2-3 years/How is there now a backlog of works when Council has been in the "black"? • Prioritisation of past projects absent of cost benefit analysis; poorly constructed traffic calming and cycleways - examples include Bannerman St roundabout, Ridge St cycleway, traffic light at Merlin St/Ernest St, Woolworths PPP design • Council management/staff are overpaid. Reduce salaries and overheads to 'normal' public sector levels so can employ more hands-on staff. Streamline staffing. Take advantage of technological advancements • NSOP complex redevelopment excessive, including related Study Tour
Expenditure priorities (n=7)	<ul style="list-style-type: none"> • Most asset management/maintenance issues listed will benefit residents not businesses. Too much of what is planned is cosmetic. • List of projects overly ambitious/costs quoted are exuberant • Restoration of B-line impact not Council's responsibility
Engagement (n=6)	<ul style="list-style-type: none"> • Bleak picture painted, omits capital grants and contributions/no specifics included in Information Sheet re Income and Expenditure • Tone of correspondence threatening/threatens to take away services
Capacity/willingness to pay (n=5)	<ul style="list-style-type: none"> • Many older people living on fixed incomes cannot afford higher rate • Cumulative impact too much • Support a more modest increase e.g. less than 5% if shared equitably between residents and businesses • Intergenerational equity - cost of intergenerational equity should not be borne entirely by current ratepayers
Governing body (n=4)	<ul style="list-style-type: none"> • Election promises not kept i.e. campaigned to keep rates low • Question whether amalgamation should have proceeded • Excessive legal/court costs related to infighting
Growth (n=3)	<ul style="list-style-type: none"> • North Sydney CBD perceived to generate sufficient rates income, inclusive of current/planned development i.e. will generate more rates income. Anticipated residential/commercial growth across LGA.
Rating system (n=3)	<ul style="list-style-type: none"> • Change to rating system/structure needed need to lessen the impact on residential ratepayers, especially low density dwellings. • Low density residential ratepayers wore the brunt of the previous SRV. • Council should request IPART change the way the rate peg is calculated
Other - DWMC related (n=2)	<ul style="list-style-type: none"> • Residential general household collection too frequent
Service Levels (n=1)	<ul style="list-style-type: none"> • Consider the proposed projects worthwhile but cannot support whilst believe current essential service levels are not being met i.e. Council should not take on more till gets the current/core services right. First consider savings to better manage ongoing infrastructure/maintenance costs

The following table quantifies the reasons given for submissions which did not overtly indicate a preference for a financial scenario and/or provide a comment (i.e. 'Other'). The table is listed by highest to lowest in terms of most common themes.

Theme	Reasons for 'Other' comment/preference not stated - summary of key issues raised per Theme
Alternate options (n=19)	<ul style="list-style-type: none"> No serious attempt to explore alternatives/review service levels/identify saving before SRV option Alternate options - Specific levy for special projects; levy for developers ruining/closing roads - no evidence these buildings are giving anything back during construction period that impacts others Change split from 60/40 to 50/50 so businesses in line with residents Every organisation is forced to do more with less these days Sell assets to address revenue shortfall Appears 1.09% of 2018/19 total revenue or 2.3% on 2018/19 rate revenue is all that is required to maintain current level of service that claim would have to be cut without an SRV TfNSW should pay for restoration caused by B-line Consider some adjustments - no food/alcohol and taxi fares after Council meetings Cutting expenses can include cutting staff/downsize Alternate way to fund the masterplan is to ask developers to contribute via S94 contributions
Financial management (n=16)	<ul style="list-style-type: none"> Council has spent considerable amounts recently to address infrastructure backlog and still made surpluses, so why SRV warranted? See inefficiency every day from Council wasting money Unacceptable that even with rate peg increase are proposing to reduce services Wastage on "token" infrastructure projects e.g. new footpaths; development in Ridge St has made worse Pot holes everywhere due to increased development/developers not made to fix them properly What has Council been doing with this surpluses of recent years? Inconceivable that Council cannot provide basic services within annual permitted increase /rate peg Have ample funding available to deliver services to residents as long as don't engage in wasteful spending Too many examples of money being ill spent to justify increase ahead of a deliberate and careful review of expenditure e.g. removal of roundabouts in Cremorne, poorly undertaken/costly road separation in Grasmere corner Benelong Lane Is not the responsibility of ratepayers to make up financial shortfalls caused by poor past decisions i.e. spending of savings when amalgamation was mooted?
Engagement (n=14)	<ul style="list-style-type: none"> Modelling to support justification fails to include projected growth, existing and future S94 contributions and community benefits via VPAs, investments, interest and grants revenue and VG revaluations Have constantly been told that Council currently meets/exceeds all OLG financial benchmarks Not given information as to conclusion re projected bottom-line deterioration Consultation timing conflicted with end of year events prohibited from attending Information Sessions Information Sheet starts from Year 1 and does not include current year, making impossible to evaluate Compounding effect of 7% per annum increase not properly explained Second time Council has appropriated ratepayers with threat of service reductions to prosecute case of a rate increase; it is not professional to use bullying and threats to service reductions to press case of rate increase; this is inept and a cop out. Inadequate notice of Information Sessions Information Sheet data presented in opaque way that left many (anecdotally) struggling to decipher meaning
Growth (n=12)	<ul style="list-style-type: none"> Significant projected increase in both number of residential and business properties has not been factored/excluded from Information Session presentations Business is expanding Imagine rates income when hundreds more apartments occupy same floor space of modest sized dwellings

Theme	Reasons for 'Other' comment/preference not stated - summary of key issues raised per Theme
	<ul style="list-style-type: none"> State priorities set to deliver new rateable residential and commercial Most ridiculous developments over past 5 years, with that come greater population/more ratepayers Increase in rates income to be generated by new commercial/business activity (planning, under construction and already completed) should leave the Council financially well placed in so far as increased future income generation; this will further extend Council's ability to generate a significant/long term income stream without necessity for SRV.
Expenditure priorities (n=10)	<ul style="list-style-type: none"> Value green space Cannot believe so much needs to be spent on the proposed works at Neutral Bay/Cremorne villages or that planning has been properly costed. It's very easy to round up figures. Understand that TfNSW is giving Council money towards Neutral Bay/Cremorne village upgrades "Heart tugger" proposals for proposed service reductions; disappointing that Information Sheet only included those services which Council new would be of concern to ratepayers. \$4m for St Leonards is gold plating; remediation to the grounds is all that is needed when the State Government is to commandeer the park for the WHTBL. Consider an appropriate basketball court at Green Park, Cammeray as current shared arrangement with tennis court does not work well; significant level of local interest but both sports can't be played at the same time. Costings of some of the proposed projects are unrealistically high? Where do these costs come from.
Governing body (n=10)	<ul style="list-style-type: none"> Recent councillor behaviour is a joke - infighting and legal threats Election promises not kept i.e. all pledged to keep rates low/no new rate increases Prior term of Council assured the community the previous SRV would place the Council in a sound position for decades
Capacity/willingness to pay (n=9)	<ul style="list-style-type: none"> Funding of projects should be equally shared by all ratepayers and residents of the North Sydney LGA Retirees/pensioners on flat/limited income constitute the majority of the "minority" of residential ratepayers (low density/ad valorem basis) Having just had rate hike based on land values (2016) astonished another is proposed; in current climate people are finding it hard to pay their bills Scenario 3 is three times inflation and significant exceeds wage growth; such rapid escalation will greatly disadvantage pensioners and first home buyers
Rating system (n=5)	<ul style="list-style-type: none"> Rate rise for apartment dwellings small in comparison to the large hike for free standing dwellings Education and religious organisations example from paying rates for properties use for specific purposes; buying up residential properties and converting to non-rating has impact. Council rates applied to marina berths
Other - various (n=5)	<ul style="list-style-type: none"> North Sydney Council is the best Council in which I have resided. If offers so much for ratepayers and the community, is efficient and the service is exemplary. Well done. You're kidding: hardly any free vantage points for NYE and you're asking for a rate increase
Service Levels (n=1)	<ul style="list-style-type: none"> It is utterly inconceivable that you cannot provide basic services for the community with your ever-increasing money pot
Other - DWMC related (n=1)	<ul style="list-style-type: none"> Being in a strata block there is a need to continue with the hard rubbish collection for tenants who leave behind many items when they move.

Overall, the top themes/reasons for not supporting a rate increase by special variation (combined results Scenario 1 and Other) of were:

1. the perceived lack of alternate options to achieve the required additional revenue, including sources and savings (n=30);
2. perception of poor financial management/efficiency by Council leading to current financial situation/the need for increased revenue to fund priorities (n=26);
3. perception the engagement opportunities/materials were inadequate, unclear or misleading (n=20); and
4. proposed expenditure priorities feedback (n=17).

One submission preferring Scenario 2 did not provide a reason for their preference. The following table quantifies the key themes of the other five submissions. The table is listed by highest to lowest in terms of most common themes.

Theme	Reasons for Preferring Scenario 2 - summary of key issues raised per Theme
Expenditure priorities (n=3)	<ul style="list-style-type: none"> I disagree with the spending priorities outlined in Scenario 3/Why no mention of North Sydney Olympic Pool for instance? Why tinker with St Leonards Park building fountains/war memorials? This increase would achieve Council's expectations in line with the Community Strategic Plan and assist in upgrading infrastructure Renewal projects must take precedence. If something must be cut from the budget let it be things like garden competitions, child restraint fittings and subsidies for parking
Alternate options (n=2)	<ul style="list-style-type: none"> Businesses should take more responsibility for rates and/or there should be a levy on plastics waste; and a levy on boat parking may be one way of recovering the cost of sea-wall maintenance. While public schools should have free use of public grounds, private schools should pay a premium for use of any public area
Rating system (n=2)	<ul style="list-style-type: none"> With the spread of property acquisitions by the ACU and schools, these bodies should pay rates, on a lower level perhaps, but in the interest of fairness Rates are indicative of UCV, there is a noticeable higher rates level when comparing for example, a two or three-bedroom semi on a small parcel of land compared with a unit or town house with the same amount of bedrooms
Capacity/willingness to pay (n=1)	<ul style="list-style-type: none"> Cannot afford a 7% rise in rates, my purchase of property in this area was partly based on the existing rate level being within my income
Financial management (n=1)	<ul style="list-style-type: none"> Not happy that Council cannot live within its means considering the contribution of businesses, however opt for Scenario 2 as a reluctant compromise to maintain services and assets, expecting Council to be conscious of every dollar spent and genuinely represent value for money
Growth (n=1)	<ul style="list-style-type: none"> With the completion and current construction of apartments and commercial buildings in the North Sydney LGA additional rates income will come on stream this year and onwards

Four submissions preferring Scenario 3 did not provide a reason for their preference. Of the remaining five submissions that did, two key themes emerged as quantified in the following table. The table is listed by highest to lowest in terms of most common themes.

Theme	Reasons for Preferring Scenario 3 - summary of key issues raised per Theme
Capacity/willingness to pay (n=4)	<ul style="list-style-type: none"> Our rates are materially lower than other councils such as Willoughby and Mosman and the proposed average annual increase is relatively modest and affordable. Compared to Mosman Council, North Sydney's rates are low. Under Scenario 3 the rate increase would be around 20c per day in 2023/24: is a small price to pay, and the average annual rate charge in 2023/24 will still be substantially below those of Mosman and Lane Cove

Theme	Reasons for Preferring Scenario 3 - summary of key issues raised per Theme
Expenditure priorities (n=3)	<ul style="list-style-type: none"> Council should be planning to direct an even greater sum than proposed to the Cremorne and Neutral Bay villages to address many years of neglect/Would like to see extra funds directed toward upgrading Neutral Bay and Cremorne villages Council has a responsibility to deliver its present services plus repair degrade infrastructure/we need to spend more money on infrastructure hence the third option to maintain and renew assets is the way to go.

Verbal feedback was transcribed by staff at the Drop-in Information Kiosks and treated as submissions. The majority of feedback given did not state a preferred financial scenario (n=6). One submission overtly stated a preference, preferring Scenario 2. The following table categorises the verbatim feedback by theme. The table is listed by highest to lowest in terms of most common themes.

Theme	Reasons for Preferring Scenario 3 - summary of key issues raised per Theme
Expenditure priorities (n=3)	<ul style="list-style-type: none"> Don't waste our money on artwork the Mayor likes. Shared cycleways and pedestrian paths are dangerous Support removal of discretionary services e.g. Bradfield Bark Fred Hutley Reserve needs updating too
Financial management (n=2)	<ul style="list-style-type: none"> Don't really care about it. Do what you think is best. That's what we pay you for. If retired don't want to see your expenses going up, but want to see efficiencies and value for money. Errol St/Young St and Grasmere/Sutherland examples of works that took a long time; they are inefficient, poor design, bus could not get around corner, traffic lights not installed at the same time, inefficient practice to then install them afterwards. Acknowledge better than Kur-ring-gai LGA. Need to get act together on planning side.
Capacity/willingness to pay (n=1)	<ul style="list-style-type: none"> Scenario 2 is a happy medium. Council gets some of what it wants. Ratepayers don't feel screwed
Other - various (n=1)	<ul style="list-style-type: none"> Tunks Park club house is underutilised. Would like to see social enterprise/café in Green Park - train people who are unemployed; this is a gap in the area. Love Twilight Markets.

Refer to Appendix 4 for the summary of motions (treated as submissions) by Precinct Committees. Feedback (issues) raised via submissions from Precinct Committees were grouped using the same themes as the other submissions. The most common issue raised was the Alternate options - revenue sources/savings (n=4), followed by Engagement - inadequate/unclear/misleading (n=3) and Financial management (n=1).

Lastly, the self-elect submissions analysis included the submissions received in response to the concurrently exhibited Amended IPR plans. Seven submissions were received; six were via the online feedback form and one via email. It is noted that the submissions did not specifically respond to the content of the plans on exhibition, instead overly indicated a scenario preference. For this reason, the preferences have been included in the tally of self-elect submissions responding to the SRV proposal. The following table categorises the feedback by theme (listed alphabetically); noting that some submissions covered more than one theme.

Theme	Reasons for Preferring Scenario 3 - summary of key issues raised per Theme
Alternate options (n=1)	<ul style="list-style-type: none"> 7% per annum increase seems a vast increase. I understand that staff pay rises and the cost of services will occur over the next five years but imagine it will be more in line with inflation. Rather than asking householders to bear costs without limit Council needs to look to balance its books.

Theme	Reasons for Preferring Scenario 3 - summary of key issues raised per Theme
Capacity/willingness to pay (n=2)	<ul style="list-style-type: none"> • Council rates on my property have nearly doubled in the last 12 years and as a retiree this is too much. I would suggest you seek savings in your own departments as I can see from the annual report some questionable expenditure, or get more revenue from the commercial sector. • I approve the idea of maintain and improve rate increase of 7% inclusive of the 5%. It's a good idea. Improvements must keep happening.
Expenditure priorities (n=3)	<ul style="list-style-type: none"> • The increased revenue would allow Council to maintain all our existing services at the current level and would also allow Council to achieve some of the goals included in its Community Strategic Plan as well as investing more in upgrading essential infrastructure that is currently in poor condition • I support the 7% rate rise and increased infrastructure spending. • Further; As one infrastructure project the council should fast track is the replacement of the disgusting WC toilets at Cremorne Point. This eye sore is way past it's use by date and I walk regularly there seeing visitors from cruise ships coming off the ferry being confronted by this disgusting toilet block. I have heard the comments also when they come out and they are far from flattering.
Other - various (n=1)	<ul style="list-style-type: none"> • Scenario 1 is the choice we select.
Rating system (n=1)	<ul style="list-style-type: none"> • Instead of putting up rates why don't you issue rates notices for all private school owned properties in the municipality? Here is a source of revenue from wealthy property owners who have an income from these properties and should pay rates like the rest of us. I note that while developers are able to maximise the planning rules to their advantage, it is the residents who try to live their lives quietly who have to pay up

APPENDIX 1: Adverts

PROPOSED SPECIAL RATES VARIATION (SRV) AND MINIMUM RATE INCREASE - FEEDBACK CLOSES 16 JANUARY 2019

Council's Resourcing Strategy 2018-2028 forecasts that Council's income won't meet its costs to maintain current service levels by 2020/21. Additionally, asset management planning indicates Council needs to spend more to renew infrastructure in 'very poor' condition.

The Strategy includes three financial options to increase rates income:

- Scenario 1 - by the annual rate peg set by IPART
- Scenario 2 - by 5.5% per annum for 5 years, inclusive of the annual rate peg
- Scenario 3 - by 7% per annum for 5 years, inclusive of the annual rate peg. This is Council's 'preferred' option

On 29 October 2018, Council resolved its 'intent to apply' for a SRV of 7% per annum for 5 years effective from 1 July 2019. Before making an SRV application to IPART, community engagement will be undertaken to seek ratepayer feedback as to the preferred option and willingness to pay.

More information about how ratepayers will be impacted by the proposal is available on Council's website and will be posted to all ratepayers. Importantly, Scenarios 2 and 3 will also apply to ratepayers on the minimum rate.

Council is hosting information sessions followed by Q&A with senior staff on Monday 12 November 2018, from 6pm to 8pm, at Hutley Hall, North Sydney, and on Thursday 22 November 2018, from 6pm to 8pm, at Neutral Bay Club, Neutral Bay. Council is also running several drop-in kiosk sessions.

To Have Your Say or to find out more about the SRV, information sessions and drop-in kiosks, visit Council's Have Your Say webpage.

HAVE YOUR SAY

North Sydney Council is proposing to apply to IPART for a special rate variation (SRV) and minimum rate increase effective from 1 July 2019. We have prepared three funding options, with Scenario 3 the 'preferred' option. Scenarios 2 and 3 are inclusive of the annual rate peg.

- Scenario 1** - annual increase by rate peg only
- Scenario 2** - 5.5% increase per annum for 5 years
- Scenario 3** - 7% increase per annum for 5 years

To find out more:

- attend the Information Session on 22 November 2018
- talk to Council staff at a Drop-in Information Kiosk (various dates and locations)
- read the Information Sheet available from Council's website

SUBMISSIONS close 16 January 2019

Scan the QR code or visit <https://yoursay.northsydney.nsw.gov.au>



Have your say online or send submissions to:

Email: yoursay@northsydney.nsw.gov.au

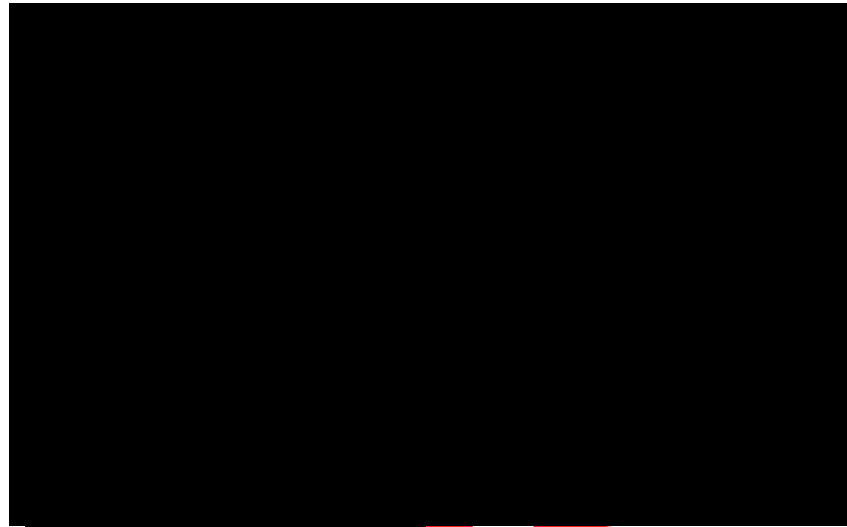
Mail: General Manager, North Sydney Council, PO Box 12,
NORTH SYDNEY NSW 2059

yoursay.northsydney.nsw.gov.au

progressive vibrant diverse

Publication: North Shore Times
Date: 15 November 2018



increase rates income:

- Scenario 1 - by the annual rate peg set by IPART
- Scenario 2 - by 5.5% per annum for 5 years, inclusive of the annual rate peg
- Scenario 3 - by 7% per annum for 5 years, inclusive of the annual rate peg. This is Council's preferred option.

Importantly, Scenarios 2 and 3 will also apply to ratepayers on the minimum rate. On 29 October 2018, Council resolved its 'intent to apply' for a SRV of 7% per annum for 5 years effective from 1 July 2019. Before making an SRV application to IPART, community engagement will be undertaken to seek ratepayer feedback as to the preferred option and willingness to pay.

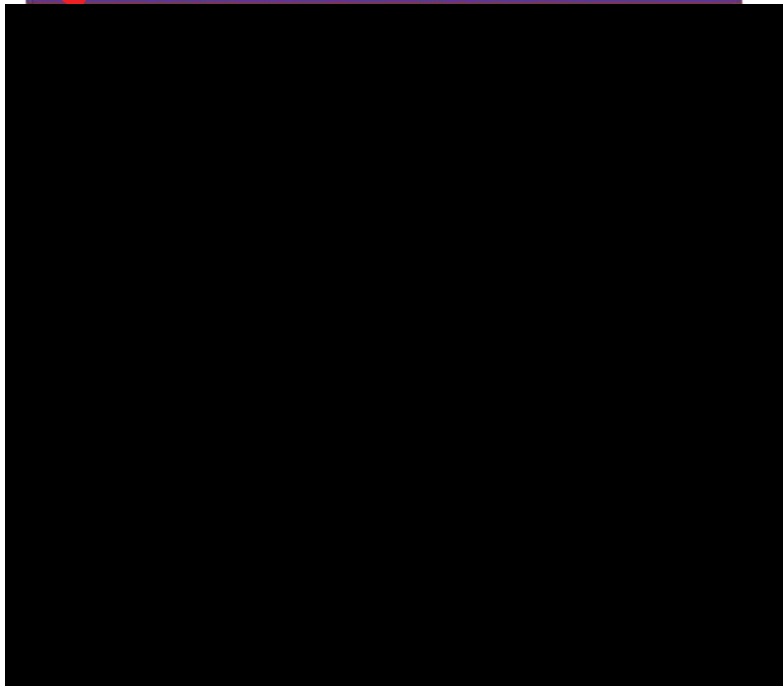
PROPOSED SPECIAL RATES VARIATION (SRV) AND MINIMUM RATE INCREASE - FEEDBACK CLOSES 16 JANUARY 2019

Council's Resourcing Strategy 2018-2028 forecasts Council's costs to maintain current service levels will exceed its income by 2020/21. Additionally, asset management planning indicates Council needs to spend more to renew infrastructure in 'very poor' condition.

The Strategy includes three financial options to

Council is running several drop-in kiosk sessions: at the Coal Loader Artisans Market, Waverton, between 9am and 3pm on 25 November; at the Ros Crichton Pavilion during the Northside Produce Market, North Sydney, between 8am and 12pm on 1 December; at the Crows Nest Centre between 10am and 1pm on 4 December; and at Cammeray Village, between Miller St and the car park, between 8am and 12pm on 12 January 2019.

To Have Your Say or to find out more about the SRV visit Council's Have Your Say webpage.



PUBLIC NOTICES

PROPOSED SPECIAL RATES VARIATION (SRV) AND MINIMUM RATE INCREASE - FEEDBACK CLOSES 16 JANUARY 2019

Council's Resourcing Strategy 2018-2028 forecasts Council's costs to maintain current service levels will exceed its income by 2020/21. Additionally, asset management planning indicates Council needs to spend more to renew infrastructure in 'very poor' condition.

The Strategy includes three financial options to increase rates income:

- Scenario 1 - by the annual rate peg set by IPART
- Scenario 2 - by 5.5% per annum for 5 years, inclusive of the annual rate peg
- Scenario 3 - by 7% per annum for 5 years, inclusive of the annual rate peg. This is Council's preferred option.

Importantly, Scenarios 2 and 3 will also apply to ratepayers on the minimum rate. On 29 October 2018, Council resolved its 'intent to apply' for a SRV of 7% per annum for 5 years effective from 1 July

2019. Before making an SRV application to IPART, community engagement will be undertaken to seek ratepayer feedback as to the preferred option and willingness to pay.

Council is running several drop-in kiosk sessions: at the Ros Crichton Pavilion during the Northshore Produce Market, North Sydney, between 8am and 12pm on 1 December; at the Crows Nest Centre between 10am and 1pm on 4 December; and at Cammeray Village, between Miller St and the car park, between 8am and 12pm on 12 January 2019.

To Have Your Say or to find out more about the SRV visit Council's Have Your Say webpage.

Publication:
Date: 29 No

HAVE YOUR SAY

North Sydney Council is proposing to apply to IPART for a special rate variation (SRV) and minimum rate increase effective from 1 July 2019. We have prepared three funding options, with Scenario 3 the 'preferred' option. Scenarios 2 and 3 are inclusive of the annual rate peg.

Scenario 1 - annual increase by rate peg only
Scenario 2 - 5.5% increase per annum for 5 years
Scenario 3 - 7% increase per annum for 5 years

To find out more:

- attend the Information Session on Wednesday 12 December 2018
- talk to Council staff at the Drop-in Information Kiosk on Saturday 12 January 2019 at Cammeray Village (between Miller St and the carpark)
- read the Information Sheet available from Council's website
- phone 9936 8100 and talk to a Council Officer



SUBMISSIONS close 16 January 2019

Scan the QR code or visit <https://yoursay.northsydney.nsw.gov.au>

Have your say online or send submissions to:

Email: yoursay@northsydney.nsw.gov.au
 Mail: General Manager, North Sydney Council, PO Box 12,
 NORTH SYDNEY NSW 2059

progressive vibrant diverse

Publication: Mosman Daily
 Date: 6 December 2018

Publication: North Shore Times
 Date: 6 December 2018

Please note that Scenarios 2 and 3 will also apply to ratepayers on the minimum rate. Council will review feedback as to the preferred option and willingness to pay before deciding whether to submit an SRV application to IPART.

To find out more and Have Your Say on the proposed SRV visit Council's Your Say webpage, listed below.

LAST CHANCE TO HAVE YOUR SAY ON A SPECIAL RATE VARIATION (SRV)

Feedback and submissions on Council's proposed Special Rate Variation (SRV) will be received until 5pm on Wednesday 16 January 2019.

The last drop-in SRV information kiosk will be held on Saturday 12 January 2019, between 8am and midday in Cammeraygal Place, between Miller Street and the Council car park on Miller Lane in Cammeray.

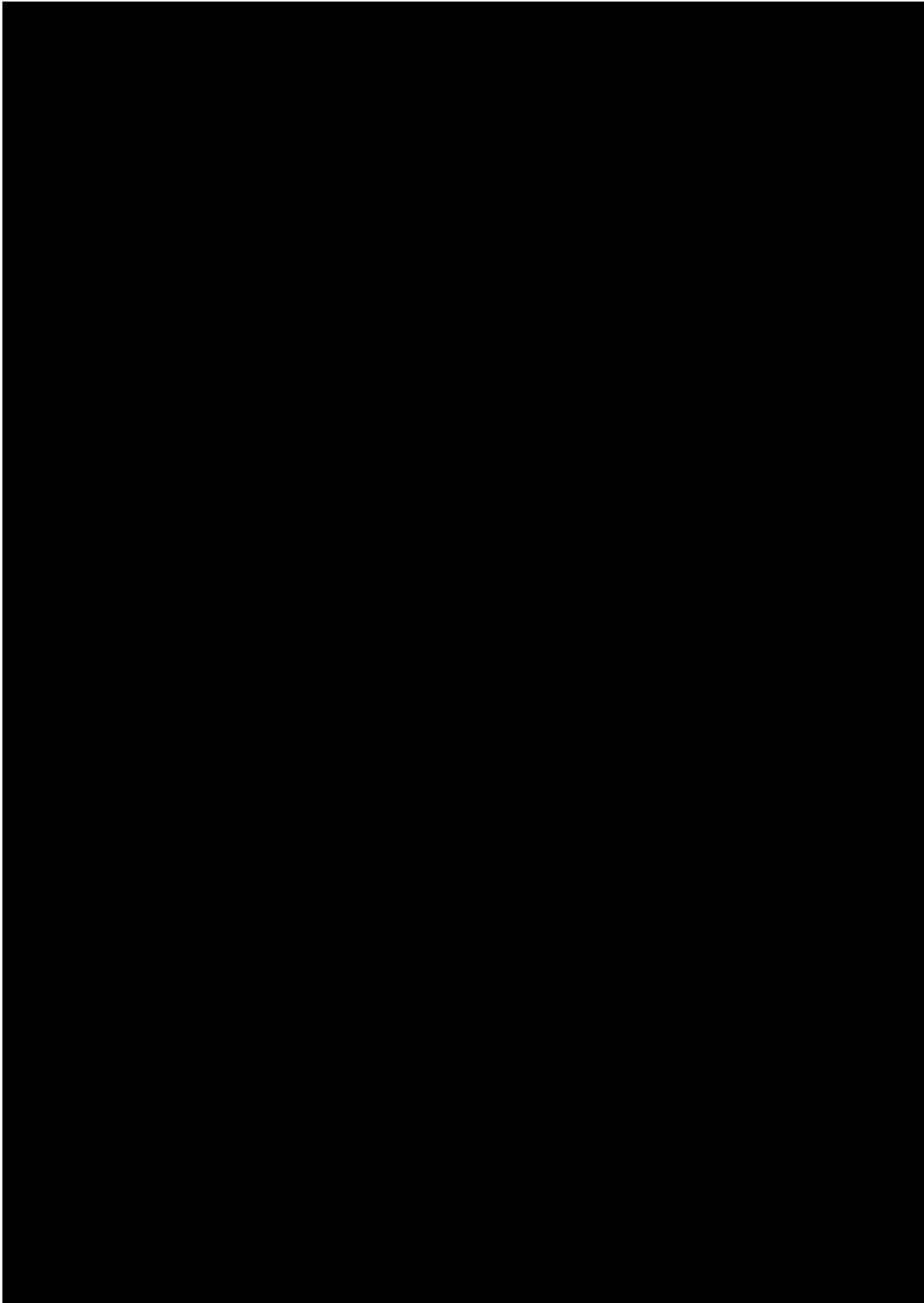
Three financial options to increase Council rates income are being considered:

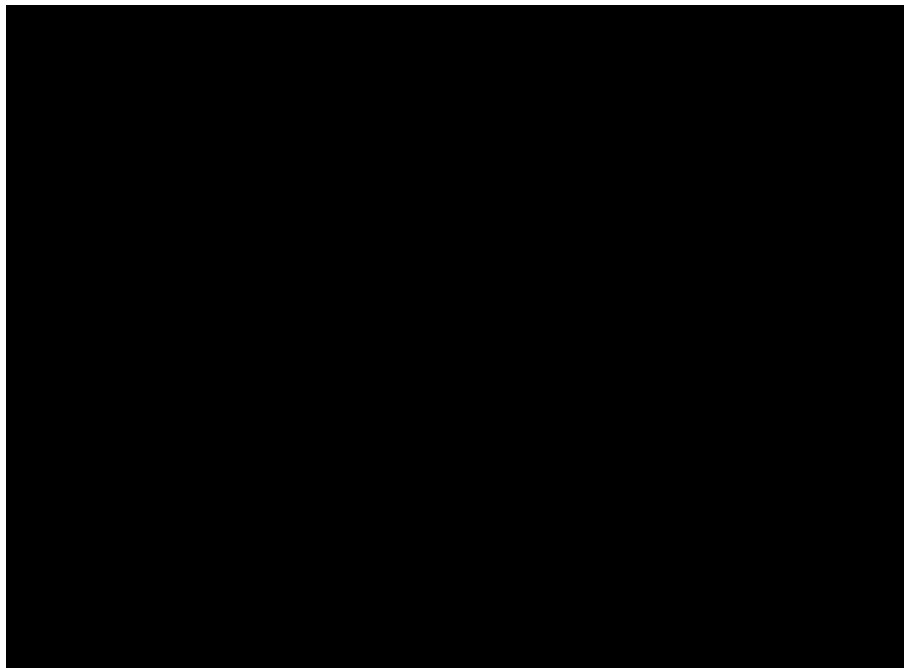
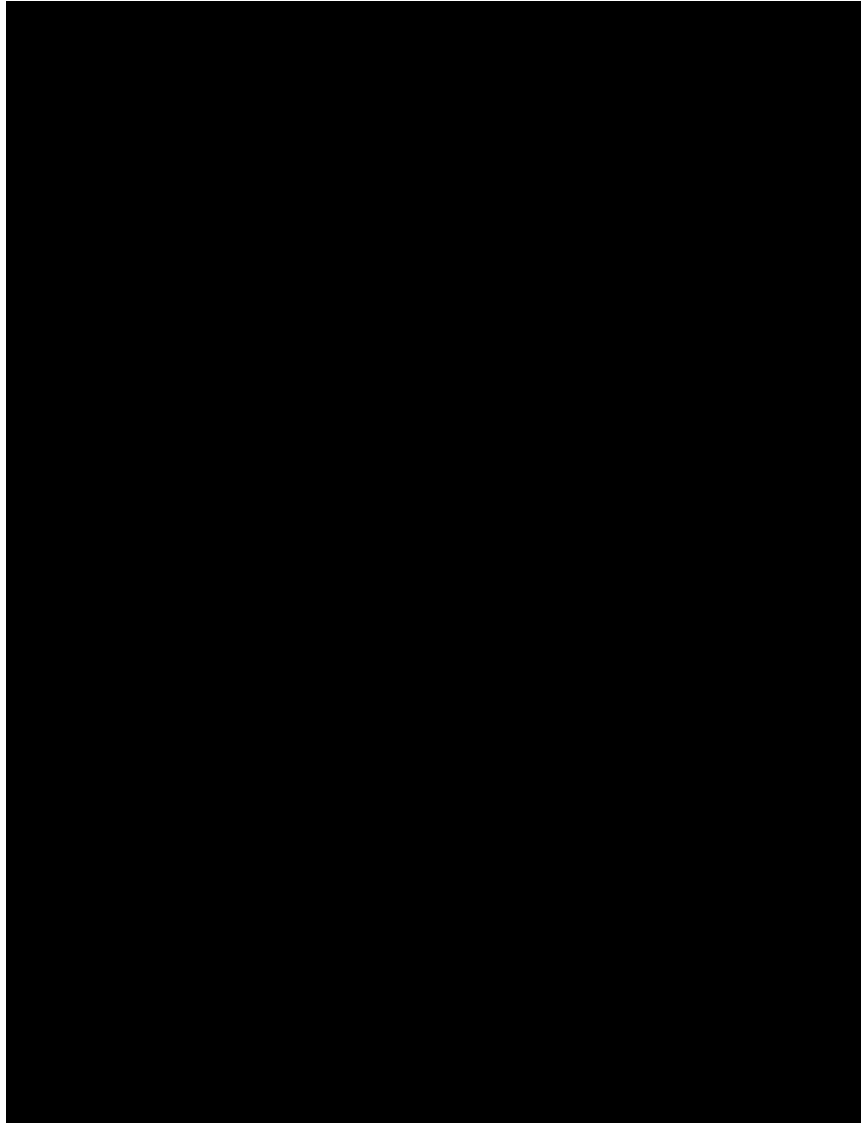
- Scenario 1 - by the annual rate peg set by IPART
- Scenario 2 - by 5.5% per annum for 5 years, inclusive of the annual rate peg
- Scenario 3 - by 7% per annum for 5 years, inclusive of the annual rate peg.

Scenario 3 is Council's preferred option.

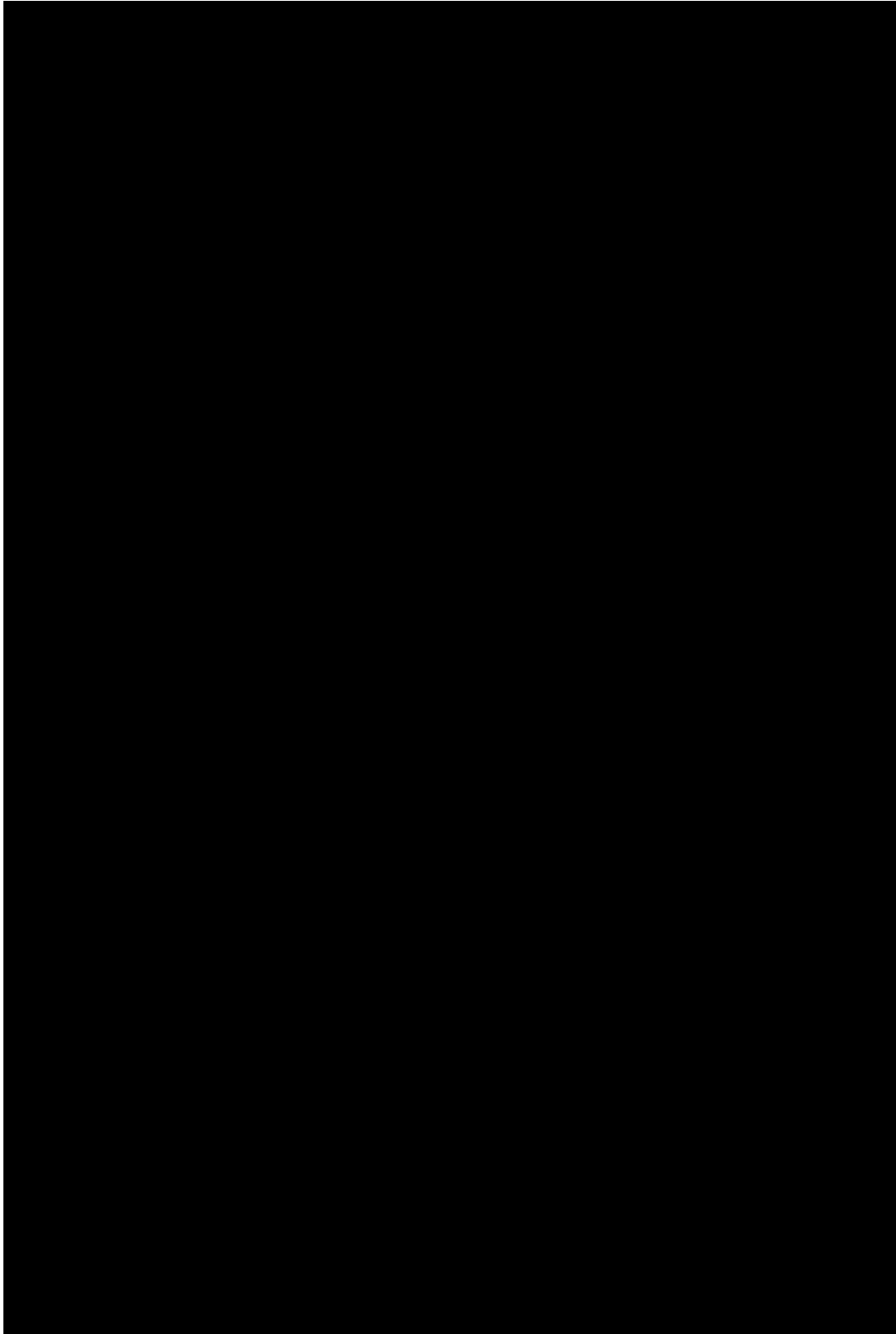
Publication: Mosman Daily
Date: 10 January 2018

APPENDIX 2: Media Clippings










APPENDIX 3: Facebook Posts

 **North Sydney Council** 6 November 2018 · 🌐

Council is seeking feedback on a Proposed Special Rate Variation (SRV) and Minimum Rate Increase, commencing from 1 July 2019 if approved by IPART. Forecasts show that without a SRV, Council's income won't meet our costs to maintain current service levels by 2010/21. Council's preferred option is an SRV of 7% per annum for 5 years inclusive of the annual rate peg (Scenario 3). Council wants your feedback. Visit our website, attend a drop-in kiosk or an information session. The first session is on tomorrow, Wednesday 7 November 2018 from 6pm - 8pm at Norths Leagues Club. All ratepayers and residents welcome. Hear from Council staff about the three financial options, the project/services proposed to be funded or reduced under each option and the impact on ratepayers. Find out more and have your say online at: bit.ly/2DqWpag



Post No. 1

 **North Sydney Council** 12 November 2018 · 🌐

The second of three information sessions about Council's Proposed Special Rate Variation (SRV) and Minimum Rate Increase is on tonight in Hutley Hall at North Sydney Council Chambers. Come along from 6pm - 8pm to hear about the proposal, the projects/services to be funded or reduced under each option and the impact on ratepayers. Find out more: bit.ly/2DqWpag



Post No. 2



North Sydney Council

16 November 2018 · 🌐

Council's third information session about our Proposed Special Rate Variation (SRV) and Minimum Rate Increase is happening on 22 November, from 6pm to 8pm at Neutral Bay Club. The proposed SRV would commence from 1 July 2019, if approved by IPART. Forecasts show that without a SRV, Council's income won't meet our costs to maintain current service levels by 2020/21. Council's preferred option is an SRV of 7% per annum for 5 years inclusive of the annual rate peg. We want you to have your say. Visit our website, attend a drop-in kiosk or come to Thursday's information session. All ratepayers and residents welcome. Find out more and have your say online at: bit.ly/2DqWpag



Post No. 3



North Sydney Council

20 November 2018 · 🌐

Council's third information session about our Proposed Special Rate Variation (SRV) and Minimum Rate Increase has been moved by half an hour, now starting at 6.30pm on 22 November at Neutral Bay Club.

There is still time to register for the session.

The proposed SRV would commence from 1 July 2019, if approved by IPART. Forecasts show that without a SRV, Council's income won't meet our costs to maintain current service levels by 2020/21. Council's preferred option is an SRV of 7% per annum for 5 years inclusive of the annual rate peg.

We want you to have your say. Visit our website, attend a drop-in kiosk or come to Thursday's information session. All ratepayers and residents welcome. Find out more and have your say online at: bit.ly/2DqWpag



Post No. 4



North Sydney Council

3 December 2018 · 🌐

There is still time to have your say about the proposed special rate variation and minimum rate increase. We are hosting another Information Session on Wednesday 12 December at 6pm in the Hutley Hall. And the last two Drop-in Information Kiosks are on 4 December, 10am to 1pm at the Crows Nest Centre and 12 January, 8am to 12 Noon in Cammeray Village. Submissions close 16 January 2019. Find out more: bit.ly/2DqWpag #YourSayNSC



Post No. 5



North Sydney Council

8 January at 08:33 · 🌐

There are 9 days left to have your say about the proposed special rate variation and minimum rate increase. Submissions close 16 January 2019. A final drop-in kiosk will be held this Saturday 12 January 8am to 12 Noon in Cammeraygal Place, Cammeray. Find out more: bit.ly/2DqWpag #YourSayNSC



Post No. 6

APPENDIX 4: Self-elect Feedback - Expenditure priorities (by Scenario)

Scenario	Expenditure priorities theme
Scenario 1	<ul style="list-style-type: none"> Scenario 1 - delete cost of NYE from ratepayers expenses Verge mowing by Council should be revoked. It not a huge burden on residents to perform this task. Roads, footpaths, stormwater drainage, gross pollutant traps, marine structures, seawalls, retaining walls and lights should be maintained as they are essential. Fund these asset renewals ... Council could reduce all services under Scenario 1 expect for library and street cleaning, to save costs. I support some cuts as follows within Scenario 1: 1) Events - cut 20%, 2) Subsidies - cut 20%, 3) Economic development - cut 25%, 4) Administration - cut 10%, 5) Memberships - cut participation in Aboriginal Heritage Office. Economic Development - Events could be reduced evermore than 20%. How many people came to the ice skating in St Leonards Park? Subsidies - don't think free parking for community nurses should be eliminated. Could they have a sticker system and if no sticker then illegally parked car should be fined. Library service hours - could be shortened. Is essential that the verge mowing continues, however the white goods collection could be increased to monthly. Also the Precinct System is a very important mechanism for feedback to the Council on issues in the area and should not be touched, however the expenses allocation of \$1,500 could be reduced to \$1,000. Why would services need to be reduced under scenario 1? The documentation provides no evidence of any attempt or estimation of efficiency improvements. It seems that an efficiency improvement of as little as 1.3% per annum would provide for continuing services at the current level. Given the projected net operating result for 2018/19 is \$2.476m & 2019/20 is \$1.692m why is there any need in the short term to reduce services? Object to the suggestion that Council would discontinue support for the Precinct System. There is a need for an increase in tree planting and not a loss. The main street should have a canopy to protect us from the sun. It is vital. Disagree with the reduction of the opening hours of the Stanton Library. It is already an aberration that it closes at 5pm on weekends. It should open much later on these days and events like writers meeting should occur in the evening rather than at lunch time for the elder people. People need access to quiet places to study and get information. Council should stop all social activity spending on events like Dogs in Bradfield Park, breakfast for cyclists etc, as the people who mainly benefit from these events do not reside or pay rates in the North Sydney LGA. Council needs to limit all unnecessary spending where-ever possible. None of your projects does really bring any benefit to the community. Happy with reductions under Scenario 1. The proposed projects under Scenario 2 and 3 while attractive should not be undertaken if the budget does not allow. The reductions proposed are designed to produce an emotional response in respondents and I am sure there are other areas of service that could be cut which would have less of an impact on residents Have no issue with cutting \$6.7m from discretionary services. Last time Council stopped mowing verges, it had to re-instate the service as many properties have no requirement to have lawn mowing carried out. No problem with funding for subsidies, library, grants, administration being cut. We support reductions in discretionary services particularly in the areas of subsidies, economic development, events, grants for community groups and centres and administration. None of the proposed projects under Scenario 2 and/or 3, are worth the expectation of rate payers contributing more funds towards them. Nothing listed there is of an urgent or necessary nature. Under Scenario 1, instead of cutting services you should be reducing capital works expenditure. Surely some capital works expenditure is discretionary and therefore this should be reduced instead of services residents use. Get rid of the 'nice' to haves or 'politically correct' expenditure. All governments in Australia, including the North Sydney Council, need to wake

Scenario	Expenditure priorities theme
	<p>up to the fact they cannot just keep increasing taxes. It is always easy to dream up ways of spending other peoples' money.</p> <ul style="list-style-type: none"> • Mowing, community grants, admin. • None of the proposed new projects nor any of the reduction in services would be of any consequence to us. • Insufficient information provided for Scenario 2 and 3. What is \$3m for Neutral Bay and Cremorne Villages to be spent on? What does that get rate payers? • Most discretionary services can be reduced - verge mowing, frequency reductions, reduced graffiti removal, reduced tree planting, less community events, reduced grants and subsidies to community centres and groups, less economic development/ support for local businesses. • Adjust discretionary spending as necessary • Happy with Scenario 1 - doing the basics rather than spending money on parks etc which I think are fine • 1. Verge mowing - cut - in other councils, owners with verges outside their properties maintain the verges, no need for ratepayers money to be devoted to this; 2. Graffiti removal - cut - too long delays anyway. I registered and needed the service but attended to myself in the end. No need for ratepayers money to be sent on this. Make it obligatory for ratepayers to remove however, provide someone to advise and the materials for self-removal (are in Bunnings anyway and cheap!); 3. Tree planting - cut - enough trees already, can be voluntary/taken care of by other organisations; 4. Grants for community groups and centres - cut - community groups and centres fund raise and charge anyway and are able to apply for other funding. Many discretionary services that are not necessary/can be funded elsewhere and volunteer or user pays can provide for. Council should not spent ratepayers funds on these services, including cut back councillor and management travel, conferences and allowances that are wasteful/not necessary for the job performance. Can be funded themselves and tax deductions claimed as self-education tax deductions if job-related • Reductions should be made to the following: 1. Administration: This is where most of the waste occurs. Administration needs to "go on a diet". 2. Library hours - most of the information is available these days online. If someone needs quiet space to work the library will still provide that to an extent. 3. Economic development: What exactly does the Council do for Economic development? The economic activity, marketing etc are taken care of by businesses themselves. This needs to be scrapped or trimmed to only select few events. • Reduce events, grants for community groups and centres Precinct System and administration. • Prefer that existing services are maintained. Also prefer that Badangi reserve be left alone - it is beautiful as it is. Putting a footpath through it will ruin the natural feel it currently has. • Scenario 1: consider "Public spaces" to be more important than the rest. Services to be trimmed include tree planting, subsidies, grants for community groups and administration • The areas proposed to cut costs in are 'nice to have' but not essential. If community events or verge cutting was less frequent, that would be preferable to having to pay higher rates. Note that the majority of your options recommend ratepayers paying more. It may have been better to replace one of those options with an option of maintaining current services rather than increasing services. • There is no benefit for all rate payers in the LGA at all. Why on earth would i as a business want to pay to develop 2 other shopping areas in my LGA so that they can trade better. • Not interested in St Leonards Park. Developers should pay for upgrade. • I support scenario one, with reduced spending on: - verge mowing and street cleaning frequency reductions, - reduced tree planting - No funding of community events - Elimination of all grants and subsidies to community centres and groups • Reduce the expenditure on both Bradfield Park (2) and St. Leonards Park (3). These are not priority projects. • Agree with the services you proposed to cut back in Scenario 1 as they add very little value to myself and my husband; selfish we know, however maybe we are not alone? Would have thought those using the events, library, sports fields, etc should be or are already paying for these services. Re administration, like all organisations, Council should be determining how it can streamline its

Scenario	Expenditure priorities theme
	<p>costs; we've certainly seen a huge waste of money splashed across the media in the last few years - maybe parting employees don't need a \$5000 farewell gift?!</p> <ul style="list-style-type: none"> • We would suggest that my making some sensible budget cuts the Council could undertake some of the activities in Scenario 2. • Would like to see the essential infrastructure still completed but perhaps there are other items council could pull money back on such as the huge amount they spend on consultants opposing/interfering on state government works such as B-line, Metro, Western Harbour Tunnel. Surely we don't need one layer of government interfering in another layer making us pay for things twice? • An example is the 'upgrading' of parks and marine access, when there is nowhere to park anyway to reach these facilities so they can only be used by a few locals. We have wonderful parks, in good condition and fiddling about and changing things, like kids playground equipment and bigger wharves etc seems a luxury we could do without. • Do not benefit from any of the items mentioned under Scenarios 1, 2 or 3. • Proposing \$4.8 million spend on a park when we are \$6m in the red is an interesting approach. • Reduced services under Scenario 1 should be any/all non-essential services. Condition 4 and 5 assets should be funded (roads, footpaths, stormwater, lighting, seawalls, marine structures) and other such essential assets. Any non-essential services such as open space services can wait. • ... if the SRV is approved allocate all the extra funding to keep the infrastructure in satisfactory condition rather than spend on new assets. • Over the last 5 years, the proposed infrastructure works should have been completed particularly the 'villages' of Cremorne and Neutral Bay. An absolute disgrace this area is so rundown. Instead the North Sydney area has money poured into it. This Council needs to look internally to make changes, clean out the deadwood, remove the public service mentality. It seems to be one holiday camp in the council with poor productivity. • Under Scenario 1, there is proposed street cleaning reduction. Presently, this service has now become virtually nonexistent in our street. Therefore, the proposed service reduction would not affect this now non-existent service. As for the projects under Scenario 3, we see no advantage to proposed increased services for Kirribilli and McMahon's Point villages and parks. • Don't think any of these projects are necessary or worthwhile. I see no community benefit analysis provided • The fact that you target community services for reductions is despicable. I am sure there could be cost cutting in non-community based services but it seems to be part of the tone of Council's proposals to target meaningful services in order to intimidate residents into compliance with the other two scenarios. • Many/most of the projects are located some distance from our property and do not impact us. Road and drain upgrade should be paid by the residents living in the street where the project occurs under Scenario 2. The upgrade of military road is required. Why not get a developer to do this? Why should we need to pay for upgrades for areas that we never visit or use. St Leonard's upgrade should be a priority. • Do not support any extra costs on Cremorne village, Bradfield Park or St Leonards Park. Most of all of the projects are expensive nonessential projects. • ...the amount of work being done in North Sydney and around Young St in particular is excessive. Let's tone down the beautification now please. • ...in the past the Council worked with local businesses through Streetscape Committees and got them to agree to a local levy which paid for this work. Also there many State and Federal grants to do much of this work. The Council can also save for specific projects and not undertake everyone at once. • Happy for Council to discontinue the Precinct System. • Would love to see reduced services and maintain current rates • Scenario 2 and 3 are unnecessary "wants" that I and many other residents do not want. • I am comfortable with the projects. But am concerned with the proposed increase in rates.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> Scenario 1 - Reduce items other than repair/maintenance of Public spaces, Library, admin; Scenario 2 - Repairs/maintenance of existing/essential items only; Scenario 3 - Unnecessary If all projects in Scenarios 2 & 3 are classified as condition 5, what is the basis for determining which of these projects should be included in Scenario 2. In Scenario 2 only \$100,000 (Lodge Road Loop) of the \$9.3m for asset renewal is proposed for the Willoughby Bay Precinct. None of the traffic projects, such as the Gerard and Macpherson St intersection, for Willoughby Bay identified in the TAPAS analysis have been listed. The Parraween Street Carpark development proposal does not appear to be proceeding. The Neutral Bay village upgrade appears to have priority over the Cremorne village upgrade. Excluding information on projects within the existing budget (e.g. North Sydney Pool) only creates confusion. Definite proponent of Roads, Rates and Rubbish. I only agree that Council should maintain existing services and as in scenario 2, not spend any money on Neutral Bay and Cremorne Villages, Bradfield Park South, three new playgrounds, Badangi reserve walking trail, or the seawalls. I also disagree that Council should spend money in Scenario 3 on St Leonards Park, Kirribilli and McMahons Point villages, Anderson & Primrose Parks, 3 bushland trails and the seawalls. Council should prioritise libraries, compliance with regulations, recycling including education for the community; rubbish collection and road repairs (or identifying necessary road repairs if state government responsible). Council should support local recreational activities such as the NS Olympic pool and gym; parks including play and exercise areas. Local volunteers should be able to and in fact, now undertake and enjoy substantial projects in park and bush areas. Perhaps more scope could be given to local volunteer projects under the supervision of Council officers. Don't believe the proposed projects are so desirable as to inflict financial hardship on ratepayer There should be no reductions in services with the current increase and with so many more people in high density housing moving into the area, meaning an increase to rate revenue. Many of the extra proposals in the Scenarios 2 and 3 are repairs to the area caused by damage from the b Line and over-development, neither of which were or are wanted by local residents, have no benefit for locals and have in fact had a negative impact on locals in Cremorne. Disagree with reduction of verge mowing etc - this is Council's job. Last time Council stopped verge mowing... the district looked so tawdry and so many people complained, they were forced to resume this service. It is council property after all. Street Cleaning - do not see street cleaning as a "discretionary service". Such action would cause an accumulation of debris in gutters, which is washed into and clogs the stormwater drains. This would be a false economy as it would cost more to fix the problem it caused. We have all seen the result of the clogged drains with the recent heavy rains, causing local flooding. It was interesting to see the drains in my street (Benelong Rd and Reynolds St) cleaned after the recent heavy rains (N.B. flooding in Reynolds St during the storms). Reduced Tree Planting - to save money, stop the building of the blister gardens. There has been a proliferation of these over the last year, at what cost? Upgrade an intersection where necessary, not as a matter of course. Discontinuation of the Precinct System - this has been an essential part of residents being kept informed, and of council being informed of residents' concerns. \$3m Neutral Bay and Cremorne Villages Upgrade - Don't know where "Cremorne Village" is. Live in Cremorne and any "Village" we had has been totally ruined by the B-Line bus (this work is not even finished yet), its associated tidal flow, and the relocation of bus stops in peak hour away from Cremorne Town Centre. Planting a few more trees (probably plane trees which currently clog the drains with their fallen leaves) won't help restore any "Village" atmosphere. Feel free to reduce spending on events, library hrs, economic dev., and miscellaneous areas. Neutral Bay and Cremorne village upgrade - no information provided as to how the current serviceable areas can be improved. Very happy with Primrose Park and children's play area is already wonderful - can't see need for money to be spent there. But can see need to continue wonderful North Sydney garden maintenance; street cleaning etc.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> Happy with the proposed reductions to be made under Scenario 1. Scenario 1 - on environmental grounds alone with its "view to the world" from North Sydney the continuation of street services and waste removal is paramount. The net operating prediction for the next two years suggests there is no necessity to reduce services in the short term – any reduction would run counter to NSC stated Mission and Values; The value of the Precinct organization (as established by NSC) as a community advisory system far outweighs the minimal annual costs involved and should not be discontinued. Scenario 2 & 3 - given previous years surpluses through 2012-17, why do residents now have to fund Council via a SRV to rectify the backlog in major capital R&M programs or has a fait accompli already been set by Council for the higher rate increase? Further, how will works program priorities be set for projects across all precincts? Spending on public art should be halted, until bicycle lanes are put in. Have been fortunate enough to have all the above listed discretionary services for many years with multiple mayors and managers. There has always been plenty of funding for this. I totally object to removal or reduction of these services. Scenario 2 and 3 do not give any idea of work proposed at any of these sites. Primrose Park - fabulous children's area and large area enjoyed for sport practice, dog friendly and general exercise and walking area for general public. Great area that works well for all. Why touch this for example? What is proposed in Neutral Bay and Cremorne Village? Rotary has assisted with area around Neutral Bay Post Office in the past. Is this 3 million justified? Will changes be made and then ripped out shortly thereafter as council doesn't like what they have done? Is the beautification going to assist anyone as there is reduced parking and increased bus lanes? Regarding the \$180,000 on Badangi Reserve listed in Scenario 2 - am unaware of this project despite being a long-term resident of NSC LGA, and as are many of my fellow ratepayers - we all question if this work is urgent and if it will benefit the greater community. Scenario 1: am sure we can live with most of the proposed cutbacks. Maybe even add a new one: stop Mayor and daughter going off on interstate junkets. Scenario 3: \$4.8 million on St Leonards Park. Sounds like a massive waste. Will the Mayor need to go over overseas to check on similar projects there? Retaining Walls - Lodge Road Loop in Scenario 2 is the only project in my Willoughby Bay Precinct listed for work. Are the Willoughby Bay residents, many of whom are self-funded retirees, expected to pay the same increase as other North Sydney residents who will benefit markedly from projects in their Precincts? Stormwater Drainage - Gerard Lane Cremorne is subject to flooding and requires special attention in prolonged wet weather. Cremorne Village Upgrade - not just Military Road but Parraween Street etc Proposed projects make sense. Instead of asking ratepayers what services they like, please ask them what expenditures they can do without. In my case, that is street sculpture. A small saving, but worthwhile. These are basic essential services which ratepayers deserve and are entitled to, Council has done well to provide these services. Ratepayers should not be bullied or held to ransom to preserve these services. Reduce waste and downsize goals in Scenarios 2 and 3. You cannot have a 5.5% or a 7% (greater than inflation) increase each year for 5 years without an increase in service provided by Council. Scenario 2 should not be about maintaining the status quo - the increased revenue should be about providing extra services compared to current. Like the rest of us, council has to live within its means. There is no justification that I can see to increase rates beyond the standard CPI. Council has overseen an explosion of new residential and business buildings, with more to come. This obviously increases significantly the total rates it collects. I strongly oppose any reduction in the essential services currently provided and Council would be negligent to cancel these. I interpret that suggestion (outlined in Scenario 1) as an implied threat and a form of bullying. I particularly resent the inference that ratepayers should be charged according to the mean income of our community. NSC had no debt over the years that these residents contributed to rates and there is no need for expanded unnecessary services that can be funded privately or voluntarily by those who want them. Stick to doing what a council is expected to do - maintain footpaths, drains etc but there is also much wasteful expenditure and inefficiency in those aspects also.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> Recent expenses for the construction of bicycle lanes have dangerously reduced the width of car lanes, thus creating very hazardous driving conditions. This was a ridiculous waste of money and should never have been done. Why was this considered a priority over the needs expressed in Scenarios 1 and 2? The posting of street signage directing traffic to various locations was also an expensive and unnecessary waste of taxpayer levies. The signs are a massive directional overkill. Why a priority and how did this get approved? ...suggest there should be some scenarios in between 1 and 2, where we just maintain existing services at the current level and potentially just make a few improvements. ...keep existing services at same level but drop nice projects... Stop wasting money on cycleways in Neutral Bay that no one uses, swimming pool upgrades etc. ...If it is not protected by law the physical library should be permanently closed and replaced with an online library only (one jointly shared by other likeminded councils to further reduce costs)... If maintaining non-essential services or renewal of infrastructure is desired the harder path should be followed - find a way that does not require additional funding beyond the standard annual rate peg. Bush-land trail upgrading is totally unnecessary and few will suffer if they are not done. You are drawing a very long bow when you use these to justify such a rate increase across all future years! 1. Planting a few flower beds in Merlin street took 6 workers multiple days to achieve. This should have been 2-4 hours work for ONE person. 2. The crossing outside Anzac Park school has been dug up and re-laid at least 4 times in 18 months. 3. Does it really take 2 months to resurface the pedestrian bridge between Falcon and Merlin street? 4. Traffic light installation at Merlin/Ernest seems completely unnecessary and will only encourage a rat-run. I imagine it is there for the newly created bike-lane, but more sensible would have been for bikes to use the existing path connecting Falcon and Ernest, where there is already an island to facilitate bike crossing and there is far less traffic to turn across. 5. The pedestrian crossing in Burlington street that cuts off access to Woolworths 6. The restoration of heritage sandstone for a curb in Holtermann street This is but a few... seeing several council workers "supervising" jobs or just standing around on their phones is a constant source of frustration. This inefficiency wouldn't cut it in the private sector. How much is wasted each year in land and environment court purely because of the opinions of council staff not aligned with planning instruments and law? The costs listed under these various scenarios are dwarfed by the massive amount being proposed for redevelopment of NS Olympic Pool. I believe the cuts envisaged under Scenario 1 could be supported by a minimalist approach to the redevelopment of the pool. The extremely poor and biased assessment of community needs on which the redevelopment decision was based needs to be revisited by an external and honest appraisal. I have lived in this area since 2002, and used NS pool since 2010. I have not met anyone who wants more than simple replacement with a pool that doesn't leak Council could prioritise essential work to be for key renewal of assets (such as on pg10 of the SRV presentation pack Nov 2018). We understand that costs increase as we move forward, but believe any rate increases should be kept to a minimum, and savings in current costs for NS Council should be looked into and implemented. There are so many examples of wrong priorities of council spending: EG: The beautification of Ben Boyd Rd by taking away more on street parking and planting out garden beds. The street is already attractive so why spend thousands more dollars on street planting? If anything, this provides an ongoing maintenance issue for Council. Instead, think about more community vegetable gardens where residents can contribute to the maintenance and get a benefit along the way. We should be encouraging residents to grow more home grown produce, specially with so many residents now living in apartments. On the positive side, Council maintain a fantastic facility for ratepayers at North Sydney Pool. I would commend Council to carefully direct funding towards maintaining and improving the future of this iconic structure which brings so much pleasure and health benefits to our community. Council with better time planning of works(essential and discretionary) etc and better budgeting(including costings) should be able to achieve its objectives

Scenario	Expenditure priorities theme
	<p>with the rate peg increases. Council also has not given any indication about north sydney pool and what is happening in relation to the pool.</p> <ul style="list-style-type: none"> • The giant over-development of North Sydney Pool is another outrageous and un-necessarily expensive proposal. Just generally I would welcome council taking more care with spending, and be less welcoming to property development proposals that are increasing population density which in turn has noise impacts, & contributes to parking & traffic difficulties. • A small increase could be acceptable, considering that the North Sydney pool is being renovated at a considerable cost, though no doubt that has already been costed in to the budget. Why isn't there, for example, a 2.5% or 3% increase? • I don't vote for an increase you would cut library services. Isn't this the equivalent of burning books - what a disgrace! The Council must have spent millions narrowing roads and putting flower beds everywhere which will require ongoing maintenance from here to eternity, and then you have the hide to say you don't have enough money to run the municipality. • Be less frivolous with wasting money e.g. useless unenforceable bike paths and funding useless 'community'/ethnic projects. • Concentrate on core responsibilities which Council considers discretionary services but we consider to be services that are essential parts of Council services, particularly those items listed under Scenario 1 <ul style="list-style-type: none"> ○ Maintenance of public spaces/amenity ○ Library Services ○ Administration • North Sydney Council wastes our money on silly things like a cycle path on a quiet street or redoing perfectly usable pavements. Spend our money more efficiently. • I believe Council spends too much time and money on ripping up perfectly usable footpaths and kerbing. Often the replacement tiled footpaths become uneven and a safety risk with time. Putting sculpture and obstacle courses in public areas such as the area near Miller and Mount Streets is also something that costs far too much and is inessential. The NS Pool is a unique facility. The various plans for the NS pool should be limited to include repairs and update facilities such as toilets and showers to modern standards instead of trying to make it into something different. The work should be staged so local residents always have access to one or other of the pools (especially now that Lane Cove pool has closed) and the gym should be offline for a limited period only. • I live in Grasmere Rd Cremorne and what you have done to the Sutherland St is appalling. Driving out of Grasmere Lane into Sutherland street is very dangerous, you could hit a cyclist or pedestrian and then you cannot even see to turn right into Sutherland street as the cars are parked. Spending ratepayers money on cycle lanes, narrowing streets which make it dangerous to drive down, adding garden beds is like an obstacle course for drivers. I may add that most cyclists still travel on the roads. The roundabout you increased in size in Murdoch St is very difficult to negotiate and most cars drive over it now that you have removed the garden bed from the centre of the roundabout. Stop spending ratepayers money on cycle lanes and restructuring roads that did not need it anyway. Make the roads safer for the cars that pay the taxes. • I strongly object to the proposal that ratepayers pay \$3m on Neutral Bay and Cremorne villages and \$9.3m (Scenario 2) and \$5m extra (Scenario 3) to fix what includes footpaths and roads in poor condition and plant trees. The state government and b Line should be fixing the damage they caused to roads and footpaths and replacing trees they removed to accommodate the b Line! Not to mention compensating businesses that have been affected. • council has undertaken projects over recent years which have wasted ratepayers money e.g. cycling track at back of Cremorne which is barely utilised and interferes with parking pedestrian and traffic and roundabout works at Murdoch and Bannerman which had to be done -it must not undertake marginal projects the result of which is that it has not enough money for essential infrastructure • I feel that some of the discretionary services could have their frequency lessened which would have little or no impact on the community. For example, this past Sunday the footpath cleaner came at 5am and again at 10am. Is it necessary to pay someone to work on a Sunday? Is it necessary to do this cleaning every day? This is one service of many that could be

Scenario	Expenditure priorities theme
	<p>examined. These savings could be used to assist in funding proposed projects.</p> <ul style="list-style-type: none"> • Beautiful roundabouts with crepe myrtles and gardens put in Young St Neutral Bay only to be ripped out shortly later at rate payers expense and STOP signs put in. This may have been a safer option but my argument is - why didn't council think this through first and get advice instead of wasting money This is only one of many examples. • Huge squandering of ratepayers' funds on unmerited legal fees • carry out its asbestos duties/responsibilities better • Noticed the Anderson Park upgrade cost \$150,000 for a 106 page report, stating ...to paint the sheds green, add a few lights in the park, reseed the grass and add some sporting equipment! Why so much money for such a report? Talk about waste of ratepayers money! Upgrade the drainage in the park.... cut back / trim some trees to allow more natural light onto the ground itself and I am certain it would improve the playing field for sporting events. • Legal costs over the last 3 years at \$182,000 of ratepayers money because the council is so divided on opinions! The return trip for the mayor and her daughter to Melbourne for the weekend to inspect the Olympic pool there. Really? Make a priority for infrastructure that is essential and necessary and then work out where the rest of the money is needed. • The large amount of work that has been recently been undertaken, eg upgrading of playgrounds has been to a high standard. However, for Council to operate within its budget, proposed upgrading of playgrounds, parks and beautification of suburbs should be put on a lower priority to ensure that urgent and unplanned works can be undertaken. Consideration should be given to scaling back the extensive work undertaken on certain projects to a lesser standard. eg. Ridge Street North Sydney which has been worked on for months. In addition, stop the number of consultancies being undertaken where the money is not available for work to proceed e.g. Anderson Park. • Avoid revenue waste e.g. a. Ridge St - one way, two ways, one way. Careful consultation needed. b. Paved footpaths look wonderful only to be ripped up by NBN and developers
Scenario 2	<ul style="list-style-type: none"> • Further the additional investment does not appear to have been apportioned equitably across the various suburbs. • Gerard Street and Gerard Lane drainage • Not convinced the stairs/footpaths East Crescent, McMahons Point to McMahons Point Wharf is a condition 5 asset. It is not that damaged/risky (in own opinion) and there is an ongoing construction on its side so it is surely wiser to wait for it to finish before conducting the renovation now, and why not at the expense of the builder, if he damaged it in its foundations (did he? check). Believe that a lift/elevator or mechanic escalator is what should be provided, rather than just a simple surface renovation. • Cut \$700,000 playgrounds expenditure. • Should be adjusted so more money should go to maintaining existing services at a high level and upgrading essential infrastructure, and less money to these grandiose cosmetic-only renovation schemes. • Happy with this scenario and the projects proposed. • Do support maintaining existing services and only maintaining and repairing existing drains, footpaths, roads and pollutant traps. • Playgrounds \$700,000 "unique themes". How is this a priority to justify this amount of money. • Delete the proposals for Neutral Bay and Cremorne villages, Bradfield Park South the three playgrounds and the Badangi Reserve walking trail. Also reduce and phase over a longer period the proposed expenditure on seawalls and gross pollutant traps. • For Scenario 2/3, we should share the funding evenly with the projects with Kirribilli and McMahons Point village not just focus on Neutral Bay and Cremorne village upgrades. • Under Scenarios 2 and 3 all of the proposed projects are located in one part of North Sydney Council area. Once again Cammeray is the poor relation. • Scenarios 2 and 3 - Council should also be increasing funding to the Library. Add shaded shelter to the Coal Loader Platform. • No proposed projects should be undertaken from Scenario 2. The \$5.8m saving can be used to renew all infrastructure assets in Scenario 3.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> • Would like included under this Scenario the last item under Scenario 3, which is Bushland Trails \$300,000 upgrading Primrose Park, Brightmore Reserve and Gore Cove to Smoothey Park trails to protect and support biological diversity. This money could come out of the \$2m proposed to be spent on Bradfield Park South. • Scenarios 2,3: Given the tight budget, suggest to prioritise maintenance/ fixing things which are currently in poor condition over "nice to have" improvements/enhancements. • These projects are nice but for the most part unnecessary. • Scenario 2 would seem a more prudent approach to this SRV. It will enable all existing services to be maintained and deliver on some key projects. Scenario 3 quite frankly is excessive. • It's important that we invest in the initiatives under Scenario 2 and 3 but given the uncertainty around the construction of the Western Harbour Tunnel, should the Masterplan for St Leonard's Park be revisited or placed on hold until impact on St Leonard's Park is clear? Also, what investment needs to be made in the area to address the impact of the Western Harbour Tunnel construction? • Support Scenario 2/3 as there's a focus on our local area. • Support the lowest rate increase possible however realise that the Council has to maintain services and assets. On that basis we support the adoption of Scenario 2. • Reduction in excellent service level (S1) is not acceptable. Projects in S3 are not seen as essential. The negative effect on the environment if NB tunnel is built will eclipse any benefit from the S3 spending. • Support the lowest rate increase possible however, realise that the Council has to maintain services and assets. On that basis we begrudgingly support the adoption of Scenario 2. • Proposed projects for scenario 2 are reasonable. • Some of the projects in S3 are unnecessary and while council generally does a good job, I often see work being done for no real benefit. This type of work can be tightened up to avoid the need for the higher SRV. • Scenario 2 is about right but wasting \$700,000 on playgrounds. Scenario 3 is too ambitious and expensive. • Please scale back urban upgrade projects to reduce cost by eliminating 'decorative' aspects such as artwork. An example is the sculpture and tiles/ lighting at the western end of Walker St in front of Harbour View, I would prefer plain concrete and the funds redirected to maintenance. • Think it is more important to maintain existing services at a high level and upgrade essential infrastructure than spend so much money re-doing village and park areas that are already perfectly fine. • Include St. Leonards par update in Scenario 2 instead of Bradfield Park South. • I support the projects to be undertaken under Scenario 2. • I think the rates are reasonable and we need to maintain services. Scenario 3 would probably place more of a financial burden on residents. I would have thought with all the new development coming into Crows Nest and St Leonards that would bring in more revenue but St Leonards may be in another Council zone. • Scenario 2 and 3: I especially support the funding for asset maintenance, bushland trails, replacing diseased trees, and for seating, paving, street lighting and improving public toilets; I am less supportive of "softening the streetscape", "lighting the pavilions" and "redesigning" carparks, wharf entry, etc. • None of the proposed special projects in either Scenario 2 or 3 appear to benefit my area. However, happy to see extra effort and funding going to improving infrastructure - like roads and footpaths that are patched and bumpy and unsafe (footpaths) • I am for an increase in fees to maintain the current services. However not many of the allocations for both Scenario 2 or 3 benefit me directly • There doesn't seem to be much expenditure in the Cammeray area. • Would not like to see reductions in any existing services. • I would support Scenario 2, with Neutral Bay and Cremorne villages' upgrade omitted. But with Scenario 3 upgrades to Kirribilli and McMahons point

Scenario	Expenditure priorities theme
	<p>villages, Anderson and Primrose parks, and bushland trails substituted as projects of lower cost and better outcomes.</p> <ul style="list-style-type: none"> Scenario 2 - 1) Marine Structures: Sawmillers Jetty a \$650K extravagance. Rarely used as jetty/occasional fishing platform; 2) support other proposed asset renewal proposals. Scenario 3 - All desirable but I do not support 7% increase. ... would not like to reduce services. However, believe the condition of roads and parks and community precincts are extremely good in this area and feel there's no need to improve them for the sake of doing so. Quite happy with all the projects in Scenario 2. No proposed projects should be undertaken from Scenario 2 or 3. These are an unnecessary extravagance and money should be spent on renewing infrastructure assets. I agree with Scenario 2 with the changes listed under 2. Basically maintain existing services, with some improvements. ALL proposed projects to be presented to ratepayers for feedback. A recent proposal to 'upgrade' the area at the bottom of Hayes Street was in general not welcomed by the neighbourhood. Replacing the small piece of grass for paved area while it may save council from cutting the lawn, is an un-necessary expense for something that is quite ok now. The proposed cut back to services feels like a threat! Any sensible person realises that rate increases have to occur, but to couch these in this format is unnecessary and disturbing. I have lived in the area for 30 years and my husband and I were active members of our local precinct for 10 years. Local Precincts are a vital link between residents and the council. The mowing of verges was stopped in the past and the areas quickly became ugly and unkempt. Scenario 2 I don't know how you can possibly improve something that doesn't really exist...Cremorne village? Think Council should include Miller St between Ernest St and Rosalind St West where there are 7 large flame trees, dropping leaves and pods and seeds which have blocked drains and caused damage by water flowing into lower level car parks as well as health problems from seed pods' contents spreading in the air. Roots of trees cause damage also. It is undesirable that discretionary services be reduced but are their additional areas of savings that the council can undertake? It will help if the saving initiatives of the Council is presented with the information for the proposed rate raise so it is clear as to what the Council is currently doing to contain costs. The Council should stop all social activity spending on events like Dogs in the Park, Breakfast for cyclists, etc, as the people who mainly benefit from these events do not reside or pay rates in the North Sydney catchment. The Council needs to limit unnecessary spending where-ever possible. existing Rubbish collection service and verge mowing is important to us There has been a terrible amount of waste with expensive granite pavers laid in the CBD, which are hardy and durable, but, with all the building works and service updates going on, there have been many areas where these expensive pavers have been pulled up and damaged. Some areas are just a hotchpotch of difference surfaces. A solution is to have a cheaper footpath surface that is not labour intensive to lay and does not look unsightly with the current mixture of materials and textures. Example 2. The flower stands in Mount Street looked lovely for a short period of time, but they were hardly appropriate for a busy mall. We have been told the cost of providing the plant stands and believe they were an unnecessary expense for the ratepayer. They are no longer present, as annual flowers need constant replacement and we assume the council realised it was an extremely expensive undertaking after the fact, for very little gain. It should not have been done in the first place. Example 3 - The exorbitant amount of money that has been spent on street art that has received many negative comments from both residents and visitors to North Sydney. Support parks and trails work proposed. ...Believe investment for library should be made over parks. Do not want to see verge mowing stopped Neutral Bay village is what it is. Cremorne village fine as it is. If anything were to be improved, I would much prefer to fund improved recycling services and a community composting scheme to reduce food/green waste.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> Stop wasting money on bike paths that no one uses e.g. the Ernest St bike bath and the traffic lights at the cnr of Merlin and Ernest that no one uses...all you have done is congest the traffic... Redevelop military road via private developers Amalgamate with another council to reduce admin costs. There should be a Scenario 1.5 comprising an increase of 3%-4.5% and which does not include village upgrades, masterplan projects and considers minor reduction of some services. Council should pursue acquiring and reinstating the Coal Loader wharf and should address shading, bathroom facility and garbage bin deficiencies at the Coal Loader.
Scenario 3	<ul style="list-style-type: none"> Delete Bradfield Park South Masterplan. Advance Cremorne village upgrade. Add Gerard - Macpherson St intersection signalisation. Delete all listed asset renewal and high priority projects and in particular the St Leonards Park Masterplan. What and where would be the upgrades in McMahons point village public domain/streetscape? St Leonards Park - \$4.5m an atrocious amount of money. As per comments for Scenario 2, plus deferment if not cancellation of proposals for St Leonards Park Kirribilli and McMahons point villages, Primrose and Anderson Parks, bushland trails and the extra work on seawalls and gross pollutant traps. No projects from Scenario 3. Renew infrastructure assets only with funds saved from not undertaking scenario 2 projects. It is more important to renew essential infrastructure than spend money on unnecessary projects. We don't have children and think there is always (too much maybe) of a focus on child friendly areas and keeping families happy and not those who don't choose that lifestyle. I would remove any funding focused on playground upgrades etc. \$1m is not enough for Kirribilli and McMahons Point. Funding should be removed for playground upgrades and a reduction in funding to St Leonard's Park. St Leonard's Park: This plan has been mooted for many years and nothing has been done. To include it in Scenario 3 as the only way it could be done is a nonsense. Consider more resources for bushland management, particularly additional ecological burning in the smaller harbour parks where ecosystem processes are stalling due to the lack of historic burning. Seawalls - Willoughby Bay - Primrose Park. I have lived in Cremorne for more than 40 years and often walk to Primrose Park. I cannot see why the sea wall requires \$700,000 spent on it. Agree that Neutral Bay Village needs upgrade, but not happy to pay a compounding rise as per Scenarios 2 and 3. Neutral Bay needs more gardens/landscaping/planter boxes like Marrickville, Mosman and Double Bay. I am in a free standing dwelling within a heritage conservation zone. As a matter of principle, it is essential to maintain the current services we enjoy in the North Sydney Council area and provide enough money to renew assets. In particular, the work to be done in McMahons Point village is important to me as is the work for the three parks mentioned and, the bushland trails. Scenario 3 is the only viable option as do not wish to see a reduction in services (especially not graffiti removal!) Keeping up with maintenance on infrastructure is obviously necessary in order to avoid even bigger future expenditure. Think council does a great job for the community and I support Scenario 3 which gives council more resources to continue their good proposals. Support using the extra funding for rebuilding the pool and St Leonard's Park Need to keep the graffiti service and everything on the Scenario 1. We can't lose the services we have. The appearance of North Sydney needs to be kept up. With the major road infrastructure taking place in North Sydney and the possibility of open space such as the Cammeray Golf Course being lost or greatly reduced, it is critical that monies are spent to ensure green space in particular is preserved and improved. With \$45m worth of assets identified as in very poor condition it is incumbent upon the present generation of residents to ensure there are sufficient funds to effect repairs and provide improvements to our general amenities. Accordingly, Scenario 3 is recommended for adoption. The Legacy of Ted Mack must be preserved.

Scenario	Expenditure priorities theme
	<ul style="list-style-type: none"> • Am agreeable with the principle of paying more as per Scenario 3, however I believe council is a bit over spending on St Leonard's Park. It needs funding but Scenario 3 is proposing too much for it. • Go with Scenario 3. Our rates are very competitive and we should aim to maintain services and renew assets. Particularly keen to see Neutral Bay and Cremorne villages improved. And for money to be spent to implement the master plan for Anderson Park and to improve all parks and walking trails. • Supportive of St Leonards park and bushland trails in option 3. • It would also be good to include overhead cables underground and the rebuild of the wharf accessed from East Crescent Street. North Sydney High line should be considered. • Like to see the St. Leonards Park renovation going ahead and I am happy to pay more as per scenario 3 • The only project mentioned that I have local knowledge of relates to Badangi Reserve. Believe the trails are adequate as they are however the expenditure proposed seems fairly modest. • In particular support the St Leonards Park upgrade • If North Sydney is to continue to provide all the services we currently and remain a most pleasant place to live it needs to adopt the proposal in Scenario 3. • Am ok with scenario increasing rates for additional services and facilities. • Except like to see more cycleways built in, and maybe some work on the Highline, which I think would be awesome. • Strongly oppose any reduction in current services because they are essential to maintain public infrastructure and all existing services at the current level. We also have to look to the future and have the finances available to upgrade and restore ageing assets. • Improvements to Tunks Park appear not to be included even though Council has invested in a masterplan and conducted very extensive community consultation. Council was prepared to fund capital and operational expenditure for lighting but it appears that funding would be allocated elsewhere. • If and only if the rate increases fund the improved open space and recreation facilities then have no in principle objections to Scenario 3. • Support scenario 3 - need traffic calming through McMahons Point village. • An alternative cost reduction would be to reduce the bi weekly household collection to biannually. No note in regards to west street project? Is this still going ahead. Another area that needs upgrade is green park tennis courts and potentially making them dual use. • Scenario 1: don't think it's wise to reduce food inspections! I also worry about the safety impact from a reduction in child restraint checks. I also fear that reducing community centers' could be detrimental for the elderly for whom these centres are an important place for social interaction. Scenario 2 and 3: especially support the funding for asset maintenance, bushland trails, replacing diseased trees, and for seating, paving, street lighting and improving public toilets; am less supportive of "softening the streetscape", "lighting the pavilions" and "redesigning" carparks, wharf entry, etc. • Am fully supportive of Council upgrading outdoor spaces. Am totally against any reduction in services, especially the Library. That would be a travesty indeed. • Can't wait till Cremorne and Neutral Bay villages upgraded especially car park - the one behind Military Road. Nice cafes, a few seats all looking out at parked cars. Horrible. I'm worried about St Leonard's park in view of harbour tunnel plans and smokestacks but think investing in that space is great. State government has made Military Road Neutral Bay seriously ugly with Daleks or bright blue boxes every 5-10 metres on footpaths. Could they be disguised? Art work? • Good dispersal of funding. • Agree with all proposals under Scenario 3. • Support is given on the basis that local government services contribute so substantially to the pleasure and amenity of a community and such things are deserving of our support. • Fully support proposals in Scenario 2 to maintain services and assets. Support the intent to renew assets particularly bushland trails, parks and seawalls. Am uncertain about the investment of \$4.8m in St Leonards Park for

Scenario	Expenditure priorities theme
	<p>the reason that I think the park is not well utilised - I live not far away, but never think to go there. By having the oval in the middle of it, it doesn't have such strong appeal for local families etc.</p> <ul style="list-style-type: none"> • A big supporter of any improvements to parklands and bushland trails, and as such, am supportive of Badangi Reserve, St Leonards Park, Anderson Park, Primrose Park and associated bushland trails • North Sydney has excellent value for money services and am very happy to pay more to improve asset base whilst retaining the current level of services. • All the projects proposed are necessary and worthwhile. • Happy with additional works. Do not believe we can cut back on council verge mowing, tried previously and was a disaster from a visual perspective. • Support the proposed infrastructure renewal projects under Scenario 3. • Need more transparent separation of maintenance vs new facilities/projects with priority on maintenance e.g. many footpaths need urgent attention - delay projects until this has been done. Scenario 2 should be full maintenance as priority 1 with prioritised projects budget permitting. Link new developments close to public transport to requirement to include public car parking as a cost of rezoning. Make this part of a car parking strategy for North Sydney. Car Parking Strategy to be allocated funding. • Council provides fantastic public facilities, access to events, and loads of information. The execution of capital works (some optional and some necessities) are essential for the ongoing success of this community. • Believe all the projects proposed to be worthy and should be conducted in order to maintain a high standard of liveability across our council area. • ...we need to do more than just maintain services and assets. We need to maintain and renew. • ... in general I support funding of community projects, services and facilities for everyone to enjoy and benefit from. • Proposed works are necessary, especially the upgrades outlined in the St Leonards Park masterplan. Neutral Bay and Cremorne Junction shopping area is in great need of upgrade, particularly to curbs which allow pram and wheelchair users to safely dismount onto the road. • Scenario 1: There is a need for an increase in tree planting and not a loss. The main street should have a canopy to protect us from the sun. It is vital. Disagree with the reduction of the opening hours of the Stanton library. It is already an aberration that it closes at 5pm on weekends. It should open much later on these days and events like writers meeting should occur in the evening rather than at lunch time for the elder people. People need access to quiet places to study and get information. Scenario 2: Not convinced the stairs/footpaths East Crescent, McMahon's Point to McMahon's Point Wharf is a condition 5 asset ... Believe that a lift/elevator or mechanic escalator is what should be provided, rather than just a simple surface renovation. Be ambitious! Scenario 3: what and where would be the upgrades in McMahon's Point village public domain/streetscape? • Would not want to lose any of the services under Scenario 1. Maintaining and improving existing infrastructure in poor condition is a priority for me, and I'd like Council to go ahead with the improvements to St Leonards and Anderson Parks. • We neglect the 'unsexy' infrastructure. It's the day to day stuff that keeps our stuff in order. • Council must both maintain and expand infrastructure. • It is vital, particularly at this time, that Council not only makes sure that our current services remain at the high standard we have some to expect but, that we invest in parks and other places as well. There will be an increase in the population of North Sydney LGA which will inevitably come from the current additional building and infrastructure projects. This will require upkeep and cost more money of course but, we will all be the beneficiaries of this. • Like the Council's proposals under Scenario 3 and hope that they can be implemented. • A rate rise is never welcome as we don't often see anything for our money. However, if unavoidable support any focus on regenerating the environment, historical/heritage buildings and property and 'greening up' our local areas. We live in a beautiful part of Sydney and it's important our area doesn't turn into concrete jungle. Council approved the building of a very small apartment building on our street. As a result, all the trees in that area of the street were removed & now we're left with concrete....and Council agreed to that. That is

Scenario	Expenditure priorities theme
	<p>not a council I support. More green landscaped areas and green streets and less priority given to development (due to money).</p> <ul style="list-style-type: none"> • Support Scenario 3 overall with the caveat of spending less on St Leonard park and using the saving for other spending to spread the benefits to all residents. Not everyone uses this park. • I am lucky to live where I live. The streets are clean, bins are emptied on time, the area feels safe. We should be investing more in our local assets. Council do a fantastic job given the resources they have and the competing interests they have to balance. Let's not take for granted what we have. Let's invest now for our future. • I agree with the principle to fund additional infrastructure and improvements but only on the basis to fund those projects and not use an increase for an indefinite base line increase as suggested by scenarios 2 and 3. North Sydney is a very special and livable area and the infrastructure and facilities must be kept in first class condition. • Do not reduce kerb mowing etc as you have done this in the past and was very unsuccessful. • In general, aim to preserve things that benefit poorer members of the community, and reduce things that benefit the wealthy; in particular, I'd hope to preserve the benefits for the elderly such as community centres (perhaps through philanthropy). • Always received excellent services in our 12 years of living in Cammeray (rubbish collection, keeping streets and verges clean and maintained, ranger response to issues raised) and would love that level of service to continue or expand • Prefer that Council has sufficient income to operate efficiently, to maintain current services, repair and maintain infrastructure, and to look after the natural environment, and maintain and preserve historic buildings etc. • It is important that infrastructure is well maintained, renewed and improved where necessary in addition to the regular Council services. Ratepayers must be prepared to contribute to this. • We have a clear need to maintain and enhance our park infrastructure especially where much of it is aging and unsafe and leading to gross pollutants entering the harbour. Strong support to apply the increase equitably to all rate payers including those on the minimum rate. • Support the improvement of existing open space and recreation facilities and retaining the village feel of our 'smaller commercial centres' to use Council's own words. • I am very happy with the services that are currently being provided and would very much appreciate increased services by way of facility upgrades.

APPENDIX 5: Submissions by Precinct Committees

The following table lists the related motions (which have been treated as submissions) of individual Precinct Committees, extracted from the Minutes supplied to Council as at 18 January 2019. Additionally, it is noted, according to the Minutes supplied to Council to date, that five Precinct Committees promoted and/or discussed the proposal/opportunity have a say at their meetings - Bennett, Holtermann, Neutral, Stanton and Union.

Precinct Committee	Minutes Extract
Brightmore	12 December 2018 - Proposed Special Rate Variation - Memoranda of 1 and 30 November 2018 were discussed... A vote was taken with respect to support for the options, with results as set out below: Scenario 1, Rate Peg - 13, Scenario 2, 5.5% increase - 0, Scenario 3, 7% increase - 0 and Abstain - 7. The seven attendees who abstained stated their reason for abstaining was that they were unconvinced of the need for a special rates rise and needed further information.
Combined Precincts Committee (CPC)	14 January 2019 ¹⁷ - Motion: 1. THAT the CPC is not convinced that Council's funding cannot meet is declared requirements in the medium term without the withdrawal of existing services; 2. THAT the CPC does not support the Special Rate Variation (SRV) Scenarios 2 or 3 which will lock in the proposed rate increase in perpetuity; 3. THAT the CPC would support a special infrastructure levy to fund a specified list of backlog capital works; and 4. THAT the CPC would propose the special infrastructure levy be set at 2% above the annual rate peg over a maximum period of 4 years. MOVED BY: LT (Willoughby Bay), SECONDED BY: GK (Community Member) Carried 25 in favour, 6 opposed, 5 abstained
Milson	18 December 2018 - Item 2. Special Rate Variation: Motion: Milson Precinct requests that residents be advised of the total increase of combined rates, levies and Council charges be identified. The Precinct also requests that alternative sources of funds be identified to minimise the increase to ratepayers. Further that options be clarified by seeing the grounds put forward for rejecting the proposal. Unanimous (20 attendees)
Registry	29 November 2018 - Item 5. NSC' Special Rate Variation Action: Precinct continues to reject any Rate Variation higher than 5%. Motion: Precinct urges Council to provide further information to understand the model that sits behind the whole proposal. Council should facilitate a Forum on the Pro & Cons cases to enable residents to comprehend the proposals. Moved: JB Seconded: MA
Waverton	4 December 2018 - Item 3A. Motion: Waverton Precinct opposes any rate increase until Council can clearly explain why such a massive increase is necessary. Precinct requests the GM or the CFO of Council attend a Precinct meeting early in 2019 to explain the modelling and the need. Precinct should advise other Precincts of its opposition to the proposed rate increase and the reasoning behind that stance. Moved KA, Seconded BD. Carried unanimously
Willoughby Bay	13 December 2018 - Item 1

¹⁷ It is noted that this was advertised as a "special precinct meeting", not a general meeting, with the purpose to provide an (opt-in) forum for councillors to present the yes/no case regarding the proposal. No councillors attended the event.

Precinct Committee	Minutes Extract
	<p>Motion: 1. Precinct is not convinced that Council's funding cannot meet its declared requirements in the medium term without the withdrawal of existing services; 2. Precinct does not support the Special Rate Variation (SRV) Scenarios 2 or 3 which will lock in the proposed rate increases in perpetuity; 3. Precinct would support a special infrastructure levy to fund a specified list of backlog capital works; and 4. Precinct would propose the special infrastructure levy be set at 2% above the annual rate peg over a maximum period of 4 years. Carried 17 in favour, 0 against, 9 abstentions</p>

APPENDIX 6: Random Ratepayer Survey Findings (prepared by Jetty Research)



**A random survey of residents and businesses in the
North Sydney LGA to measure awareness of, and support
for/opposition to a proposed Special Rate Variation**



***Results of a random survey of 419 residents and
200 businesses, conducted by Jetty Research
for North Sydney Council***

FINAL REPORT

January 24th 2019

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Front cover photo source: North Sydney Council Facebook page



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Executive Summary

In October 2018 North Sydney Council (NSC) commissioned Jetty Research to conduct a random and representative telephone survey of local residents (18 years +)¹ and businesses/commercial ratepayers, to understand community sentiment towards proposed options for a special rate variation (SRV)². In particular, Council was keen to understand which of three future funding Scenarios were preferred:

- **Scenario 1 (No SRV, reduce services) - Annual rate peg only, with a reduction in some services;**
- **Scenario 2 (5.5% SRV inclusive of annual rate peg) - Maintain services and assets;**
- **Scenario 3 (7.0% SRV inclusive of annual rate peg) - Maintain services and renew assets.**

The surveys were conducted in November/December 2018, following (a) initial telephone recruitment of 500 residents and 340 businesses/commercial ratepayers; and (b) distribution of a 4-page Information Sheet outlining the proposed funding options³. Research was designed to measure awareness of, and support for the various options. (See pages 6-7 for background, research objectives and methodology.)

In all, 419 residents and 200 business respondents completed the survey. Random sampling error for these sample sizes is +/- 4.3% among residents, +/-6.9% among businesses and +/-3.9% at the total sample level (all calculated at 95% confidence level). (See page 8 for more detail on sampling error.)

Among the survey's major conclusions:

1. Prior awareness of the proposed SRV was high, with 45% of all respondents claiming awareness of the SRV proposal. This included 36% of businesses/commercial ratepayers and 64% of residents.
2. Among residents, almost half of those surveyed (45%) preferred Scenario 2, while a further 30% selected Scenario 3 as their first preference. In all, 75% of residents preferred a Scenario involving an SRV, while just 25% chose the "no SRV" Scenario as their preferred option.
3. Among businesses/commercial ratepayers:
 - a. Scenarios 1 and 2 were almost equally preferred (39% and 38% respectively) while only 23% chose Scenario 3 as their preferred option.
 - b. Half of businesses/commercial ratepayers (52%) were unwilling to offer a second preference. Of those who did offer a second preference, Scenario 2 was favoured by 25%.
4. When combining first and second preferences, results suggest that preference for Scenario 2 is highest among both groups (with 75% of residents and 64% of businesses considering Scenario 2 a first or second preference).
5. While those opposed to an SRV initially were largely unwilling to countenance one even with their second preference, those initially selecting Scenario 2 were significantly more likely to support Scenario 3 than Scenario 1 as their second preference (at 38% and 23% respectively).

¹ Both residential ratepayer and non-ratepayers

² While the survey was predominantly conducted by telephone, some respondents chose to complete online after initial telephone recruitment.

³ This was the same Information Sheet as was sent by NSC to all ratepayers, accompanied by the Direct Letter.



Introduction

Background

In October 2018 North Sydney Council (NSC) commissioned Jetty Research to conduct a random and representative telephone survey of local residents (18 years +) and local businesses and commercial ratepayers, to understand community sentiment towards proposed options for a SRV.

The surveys were conducted in November/December 2018, following distribution of an Information Sheet outlining the proposed funding options. Research was designed to measure awareness of, and support towards the various options. Specific survey objectives comprised:

1. Measure awareness/knowledge of proposed SRV
2. Measure awareness/reading of letter to ratepayers
3. Measure support/opposition towards various SRV Scenarios:
 - Scenario 1 - No SRV, annual rate peg only, with a reduction in some services
 - Scenario 2 - 5.5% SRV inclusive of annual rate peg, maintain services and assets
 - Scenario 3 - 7.0% SRV inclusive of annual rate peg, maintain services and renew assets
4. Measure reasons for support/opposition

Methodology

Residents and business living/operating in the 2060, 2061, 2062, 2065, 2089 and 2090 postcodes were initially randomly recruited in a short qualifying CATI interview. Recruitment of the residential survey was conducted using a random fixed line and mobile telephone poll. Respondents were initially selected at random from a verified and random telephone database of 6,470 residential fixed line and mobile telephone numbers within the LGA. ⁴ For the business survey, Council supplied a list of 337 commercial ratepayers with phone numbers, sourced from its rates database. To this we added a commercial list of 907 businesses operating within the NSC LGA.

The recruitment script was created by Jetty Research (see Appendix 1). To avoid response bias⁵, no mention of the survey's subject matter was made during the interviewer's preamble.

Telephone recruitment was conducted between November 20th and December 4th 2018, with an average interview length of 3 minutes. In all, 500 residents and 340 business/commercial ratepayers were recruited.

⁴ Numbers were provided by SamplePages, a respected supplier of random valid numbers to the market and social research industry.

⁵ Whereby the sample would be skewed towards those with a high level of interest in the survey's subject matter.



Those recruited to participate in the SRV survey were next emailed (or, in 42 cases, mailed) an information sheet outlining Council's potential future funding models (see Appendix 3).

A few days following recruitment, each potential participant was recontacted to undertake the survey. Upon recontact, recruits were given the option to complete the survey either via telephone or online. **Respondents were asked to ensure they had read Council's 4-page SRV newsletter, or an abbreviated version at <https://yoursay.northsydney.nsw.gov.au/proposed-srv> , prior to completing the survey.**

Surveying was conducted between November 26th and December 16th from Jetty Research's Coffs Harbour CATI⁶ call centre. A team of 10 researchers called residents on weekday evenings (excluding Friday) from 3.30 to 8pm. Where phones went unanswered, were engaged or diverted to answering machines, researchers phoned on up to five occasions at different times of the afternoon or evening. Businesses were contacted between 9am and 5pm.

Average survey completion time was 7 minutes.

No formal quotas were applied, although attempts were made at the recruitment phase to ensure an adequate mix of respondents across age groups and genders.

Respondents were screened to ensure they were aged 18 or over, residents of the NSC LGA, and were not councillors or permanent employees at NSC. A survey form was constructed collaboratively between NSC and Jetty Research (see Appendix 1), based on satisfying the above objectives.

In all, 419 residents and 200 businesses completed the survey by either telephone or online. In both cases, around two-thirds of surveys were completed by phone with the balance completed online.

Note: that due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as "n = XXX" in the graph accompanying that question.

Cleaned data was entered into the statistical database SPSS for analysis. Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores, Chi-square or other analysis of variation (ANOVA) calculations. **In statistical terms, significant differences are unlikely to have been caused by chance alone.** Unless indicated otherwise, significant differences are typically highlighted in blue (above mean) and pink (below mean).

⁶ Computer-assisted telephone interviewing



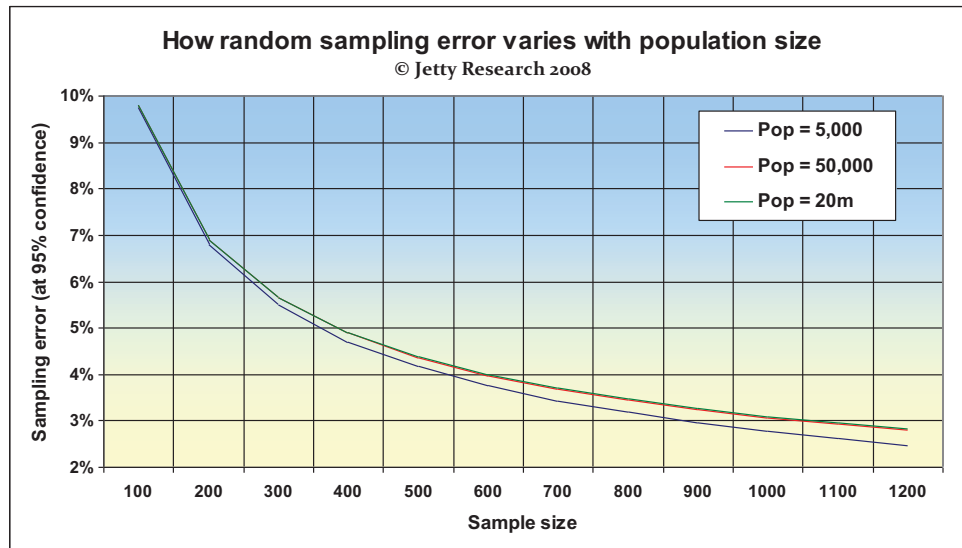
Sampling error

According to the 2016 ABS Census (Usual Resident profile) the total population of the North Sydney LGA as at August 2016 was 67,654, of whom 57,977 (86%) were aged 18 years or older. Hence the sampling error of an n=419 sample for the residential poll is +/- 4.9% at the 95% confidence level. (This means in effect that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population to within a +/- 4.9% margin in 19 of those 20 surveys.)

Similarly, according to the ABS Counts of Australian Businesses, there are 15,419 businesses in the North Sydney LGA. Hence the sampling error of sample 200 surveys is +/-6.9%.

As Graph i, below, shows, the margin for error falls as sample size rises. Hence cross-tabulations or sub-groups within the overall sample will typically create much higher margins for error than the overall sample. For example, using the above population size, a sample size of 100 exhibits a margin for error of +/- 9.8% (again at the 95% confidence level).

Graph i: How sampling error varies with sample and population size



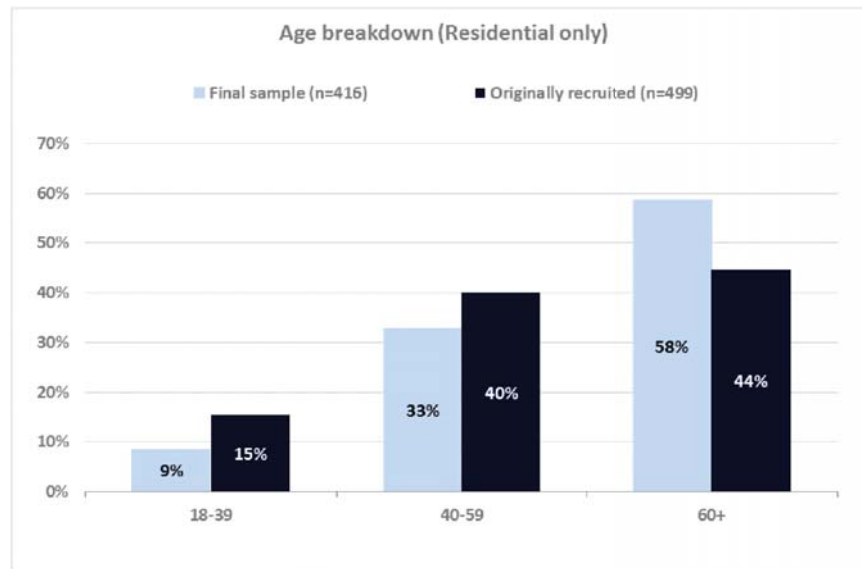
In addition to the random sampling error, above, there may also be some form of non-random sampling error which may have affected the results. These include respondents without fixed line phones, the proportion of non-respondents (refusals, no answers etc.), social desirability bias⁷ and/or imperfections in the questionnaire. However, steps were taken at each stage of the research process to minimise non-random error wherever possible.

⁷ By which respondents provide answers that present themselves in a more favourable light



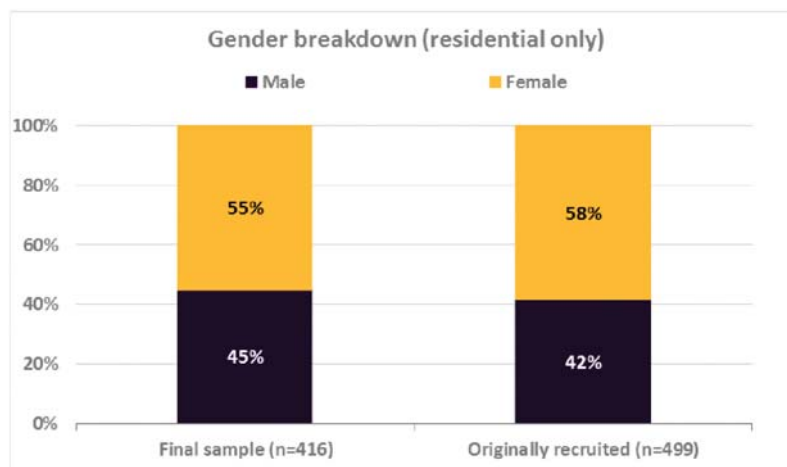
Respondent characteristics

Graph i: Resident Age

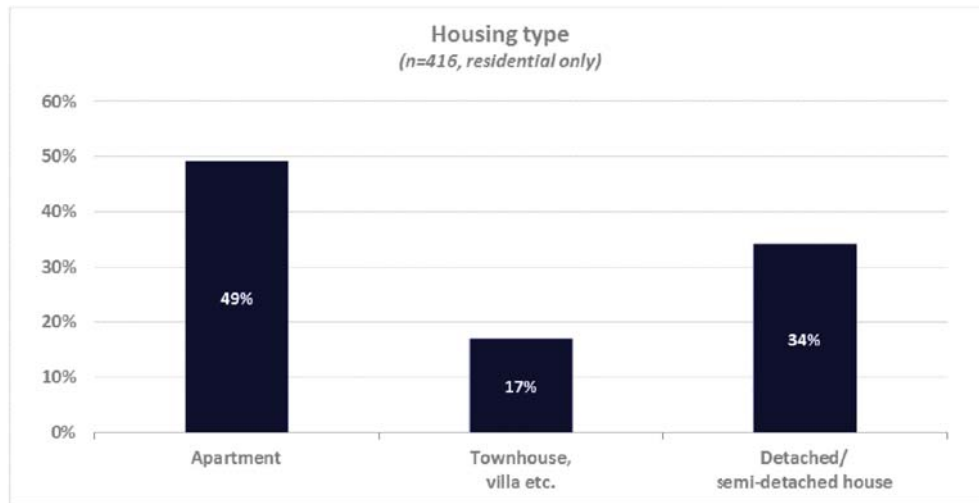


As one would expect in a survey whose subject matter related primarily to ratepayers, the survey attracted a higher proportion of older residents. This was more pronounced in the final sample, given the larger proportion of older residents who followed through with their initial promise to complete a survey.

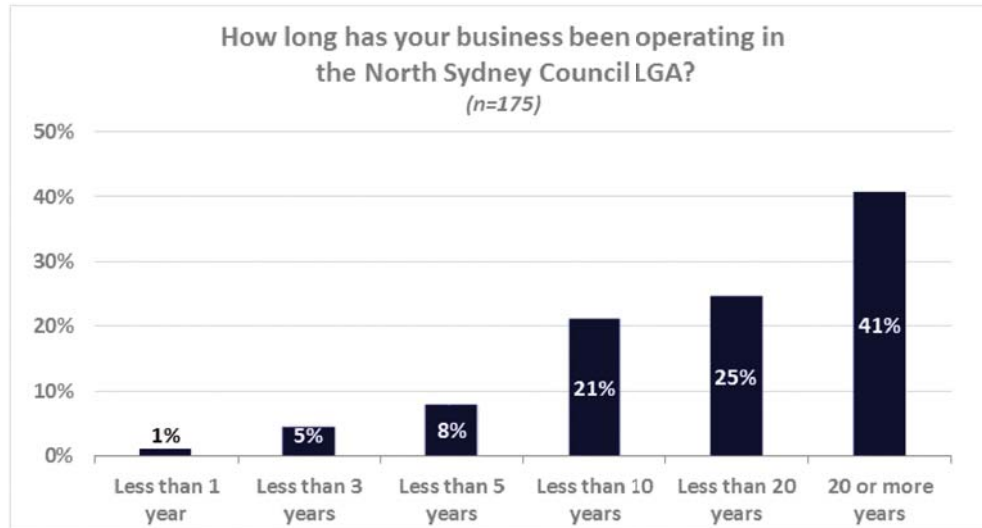
Graph ii: Resident Gender



There was a relatively even mix of gender across the sample, though the proportion of females increased slightly from recruitment to survey completion.

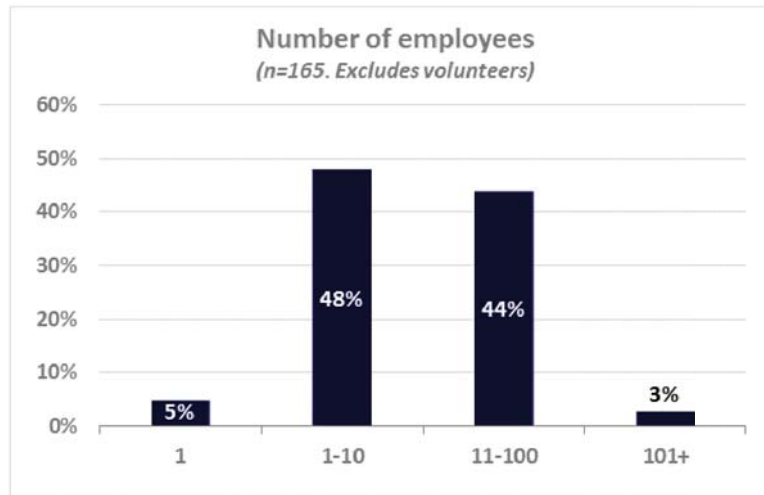
**Graph iii: Resident type of housing**

Roughly half of all residential respondents lived in apartments, with a further one-third in detached or semi-detached houses.⁸

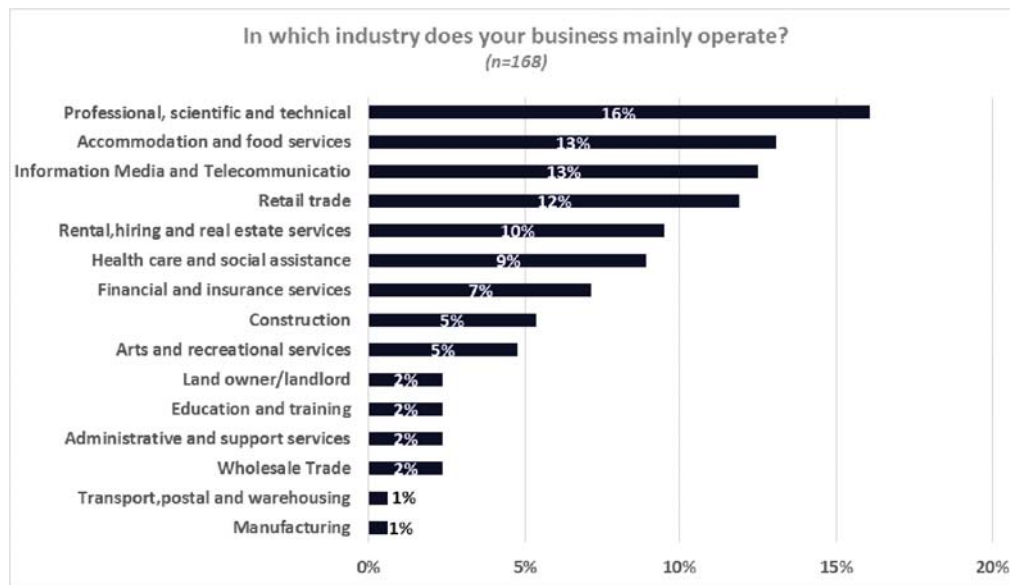
Graph iv: Length of business operation

Some 41% of businesses sampled had been operating in the NSC LGA for 20 years or more. Just 14% had been operating for less than 5 years.

⁸ Note that as at the 2016 Census, apartments accounted for 68% of dwellings in the North Sydney LGA,

**Graph v: Number of employees**

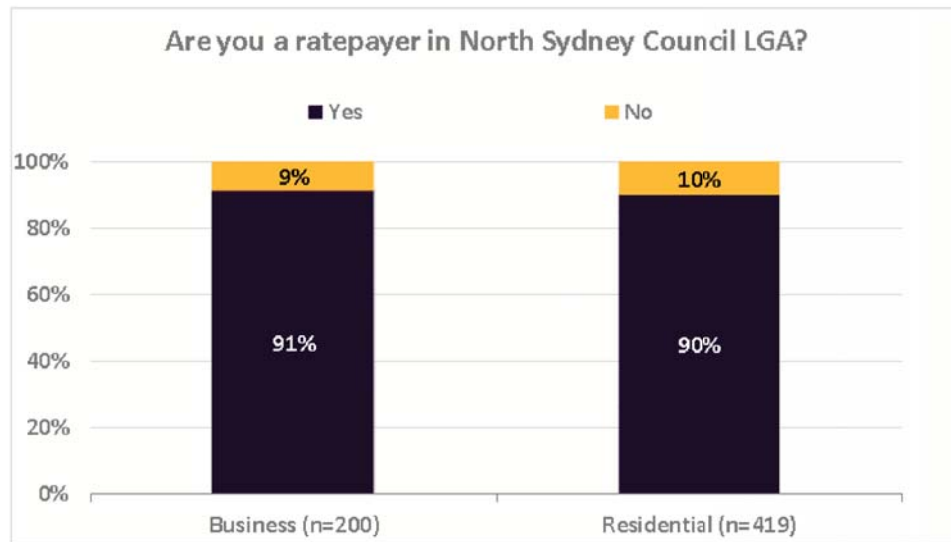
The business sample demonstrated a roughly even split between those with 10 employees or less (53%) and larger businesses with 11 or more employees (47%).

Graph vi: Industry profile

The business sample represented a wide range of industry sectors, which were generally representative of businesses in the North Sydney LGA. (Based on ABS Counts of Australian Businesses 2015-17, professional, scientific and technical services was the LGA's major employer by number of businesses. This was followed by financial and insurance services, rental, hiring and real estate services, health care and social assistance, construction, admin and support services, retail trade, and accommodation/food services.)



Graph vii: Proportion as ratepayers



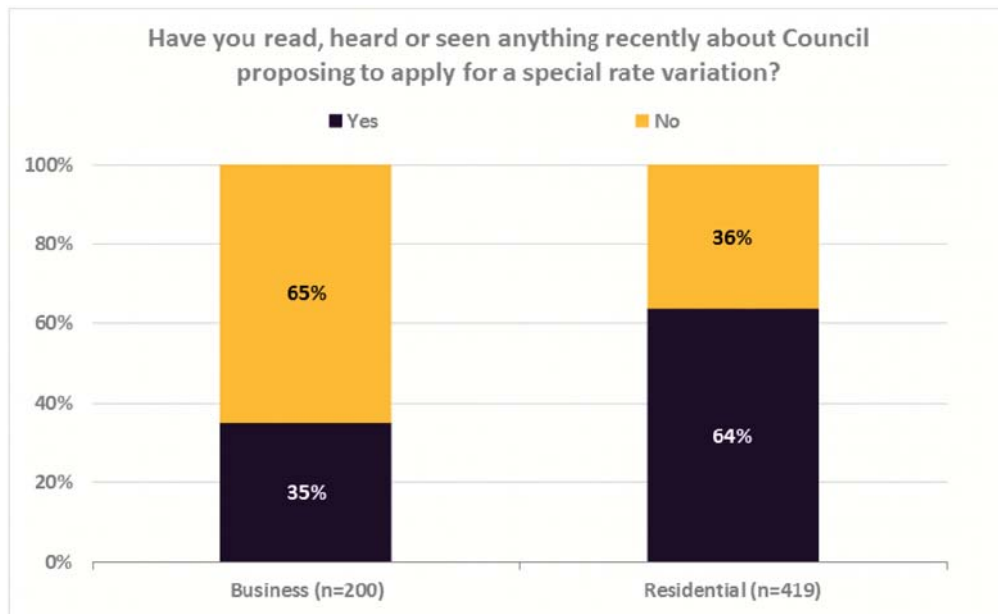
In both surveys, 9 in 10 respondents were ratepayers.



Part 1: Awareness of SRV

The survey commenced with respondents being asked if they had read, heard or seen anything recently (but prior to being recruited for the survey) about Council's proposal to apply for a SRV:

Graph 1.1: Awareness of SRV proposal

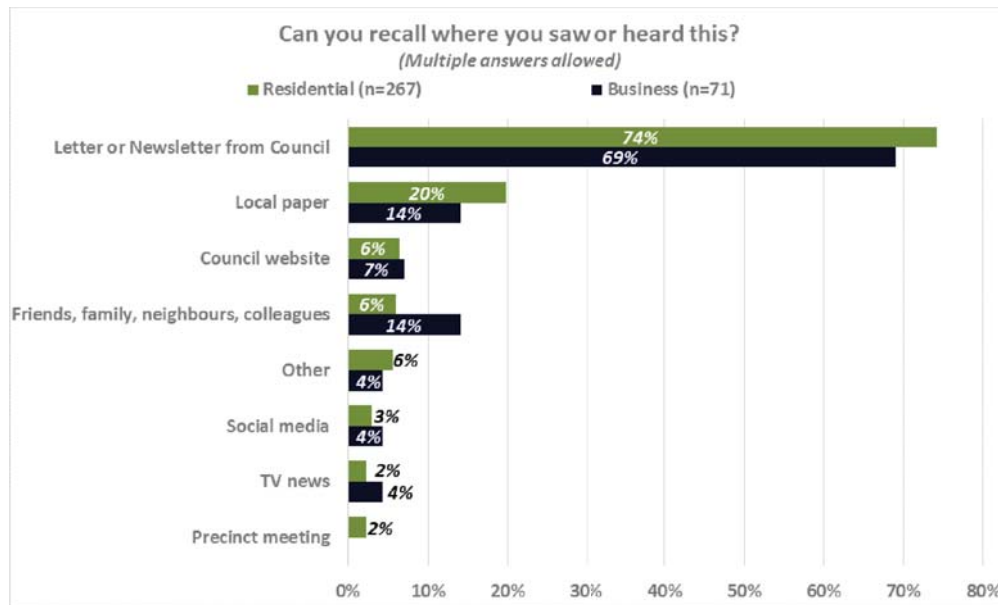


Of all respondents, 45% claimed awareness of the SRV proposal. This included 35% of businesses and 64% of residents.

Awareness was highest among ratepayers (66% vs. 39% of non-ratepayers) and those aged 60 years and over (58% vs. 45% of those aged 40 to 59 years, and 40% of those aged 18 to 39 years).

Those aware were next asked the source of this awareness:

(Continued over page...)

**Graph 1.2: Source/s of awareness**

Of those with prior awareness, a Council letter or newsletter was the most frequently mentioned source of this information (74% of residents and 69% of businesses) followed by the local paper (20% of residents and 14% of businesses) and friends, family, neighbours or colleagues (6% of residents and 14% of businesses).

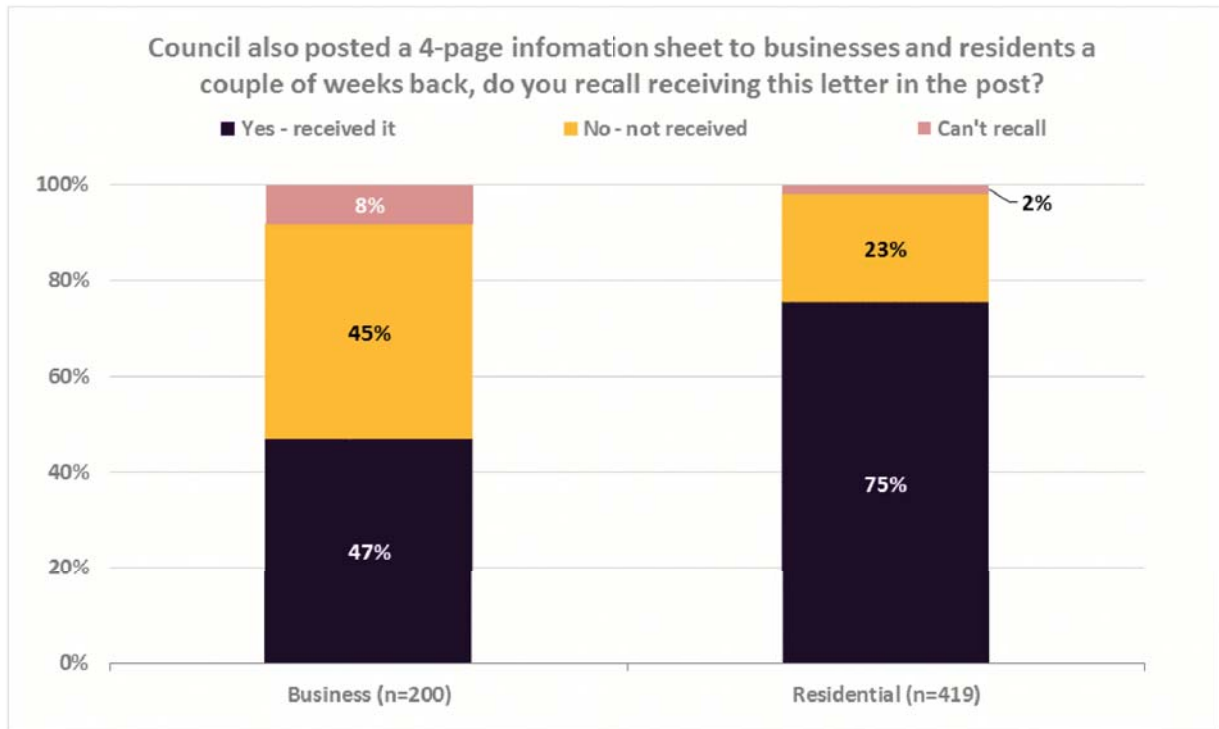
Other sources included via email, handouts at markets, community noticeboard/library or directly from a Council contact.

Ratepayers were next asked whether they recalled having received a 4-page Information Sheet from Council regarding the proposed SRV:

(Continued over page...)



Graph 1.3: Recall of Council's SRV letter



Three-quarters of residents (75%) and slightly less than half of businesses (47%) recalled receiving the Direct Letter with the Information Sheet in the post.



Part 2: Support for/opposition to SRV

Respondents were next informed:

"The information we sent to you outlined the fact that from 2020/21 Council will no longer be able to fund all of the current services and facilities without increasing income. And additional investment in asset maintenance is required to address essential infrastructure in very poor condition."

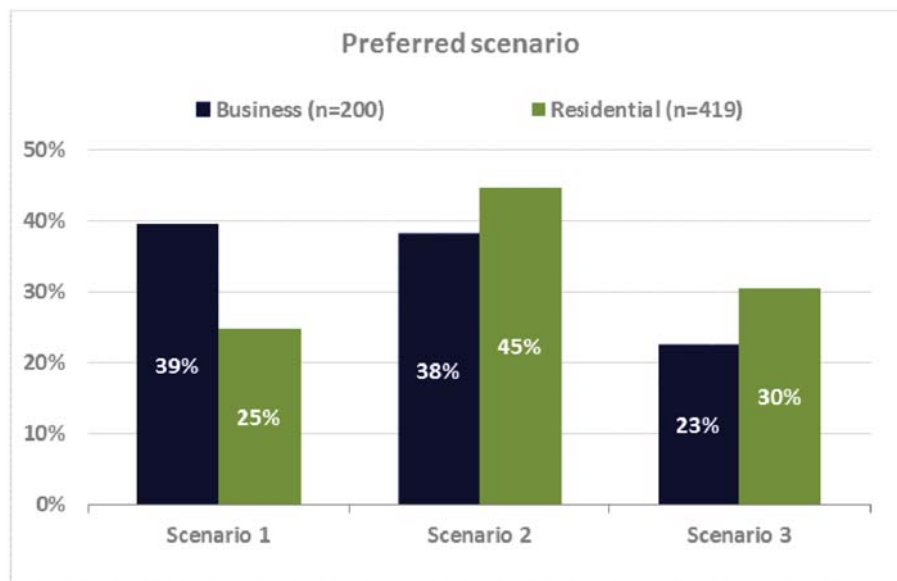
Three scenarios were outlined to address the funding shortage:

- Scenario 1 (No SRV) - No SRV, with a reduction in some services;
- Scenario 2 (5.5% SRV inclusive of rate peg) - Maintain existing services and assets;
- Scenario 3 (7.0% SRV inclusive of rate peg) - Maintain services and renew assets.

And asked:

"Do you support Scenario 1, 2 or 3?"

Graph 2.1: First Preferences



Among businesses, preference for Scenarios 1 or 2 was evenly split with around two in five preferring each option. Preference for Scenario 3 was lower at 23%. (Collectively 61% preferred one of the SRV options.)

Among residents, preference was highest for Scenario 2, followed by Scenario 3 - with just 25% preferring Scenario 1. This suggests that 75% of residents were happy to contribute to the SRV and avoid the reduction in services.

**Table 2.1: Summary of first preferences, by residential/business, age, gender, ratepayer/non-ratepayer**

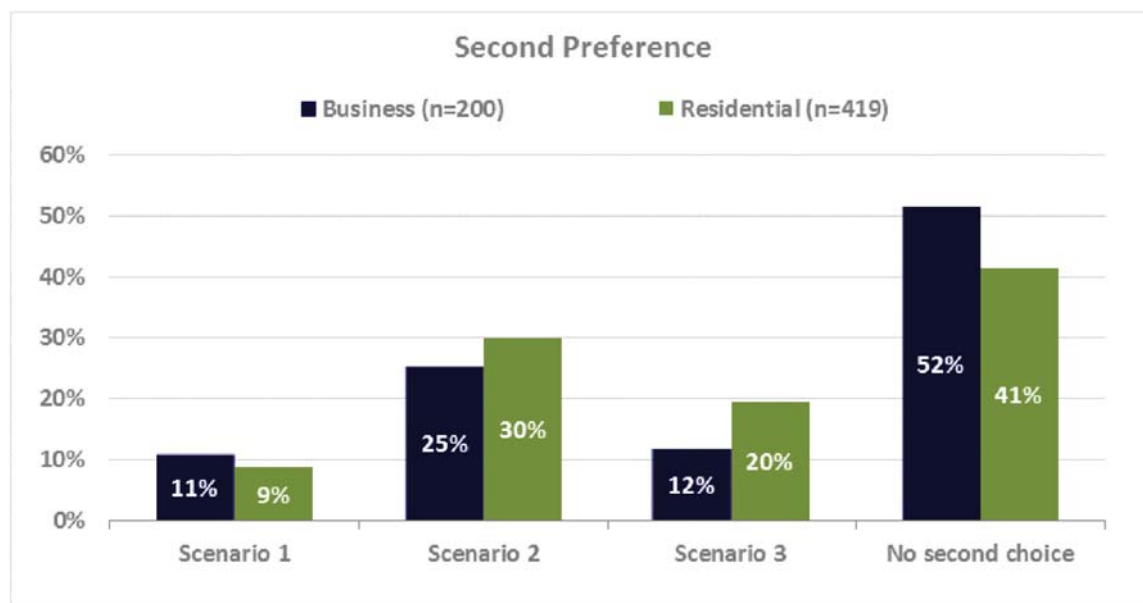
Preferred scenario?	Business or Residential		Age			Gender		Ratepayer?	
	Business	Residential	18-39	40-59	60+	Male	Female	Yes	No
Scenario 1	39%	25%	40%	34%	23%	31%	30%	26%	23%
Scenario 2	38%	45%	31%	43%	49%	43%	44%	44%	48%
Scenario 3	23%	31%	29%	23%	28%	26%	26%	30%	30%

(NB Totals may not add to 100% due to rounding.)

Residents aged 60 years and over were more likely to prefer Scenario 2 than those aged 18 to 39 years, who were more likely to prefer Scenario 1 (49% vs. 31% and 40% vs. 23% respectively). And as noted previously, businesses were significantly more supportive of Scenario 1 than residents.

Those living in detached or semi-detached houses were more likely to support Scenario 1 (at 31%, against 22% of those living in apartments), while 49% of apartments dwellers preferred Scenario 2 (against 40% of those living in detached or semi-detached houses). The proportion choosing Scenario 3 was the same across both housing types, at around 30%.

Respondents were next asked to offer their second preference:

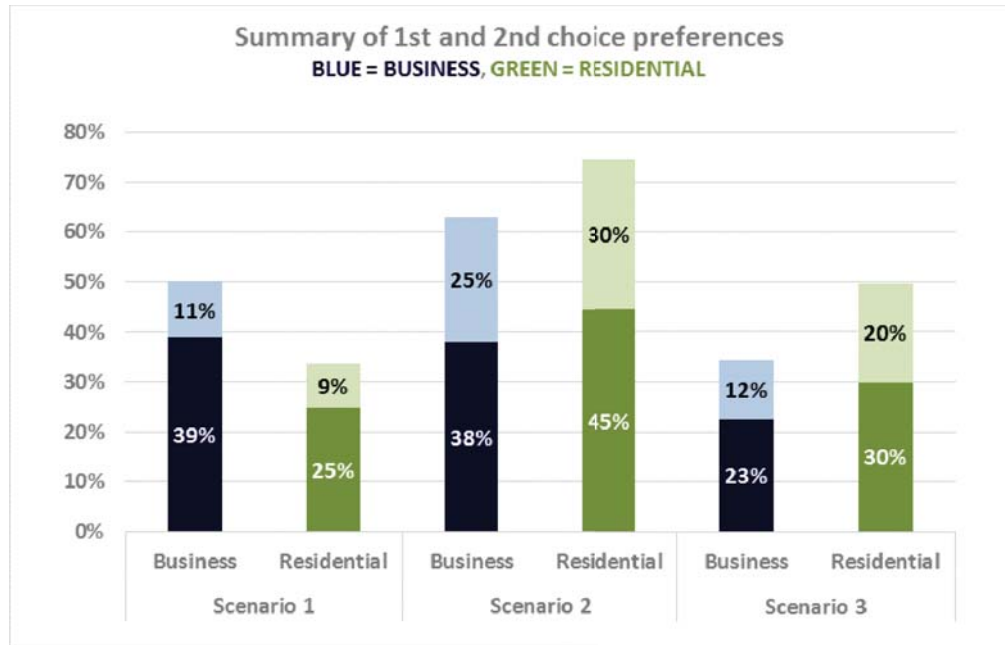
Graph 2.2: Second preferences

Half of businesses (52%) and 41% of residents were unwilling to offer a second preference. Of those who did offer a second preference, Scenario 2 was favoured by 25% of business and 30% of residents.

Graph 2.3, next page, outlines both first and second preferences by sample:



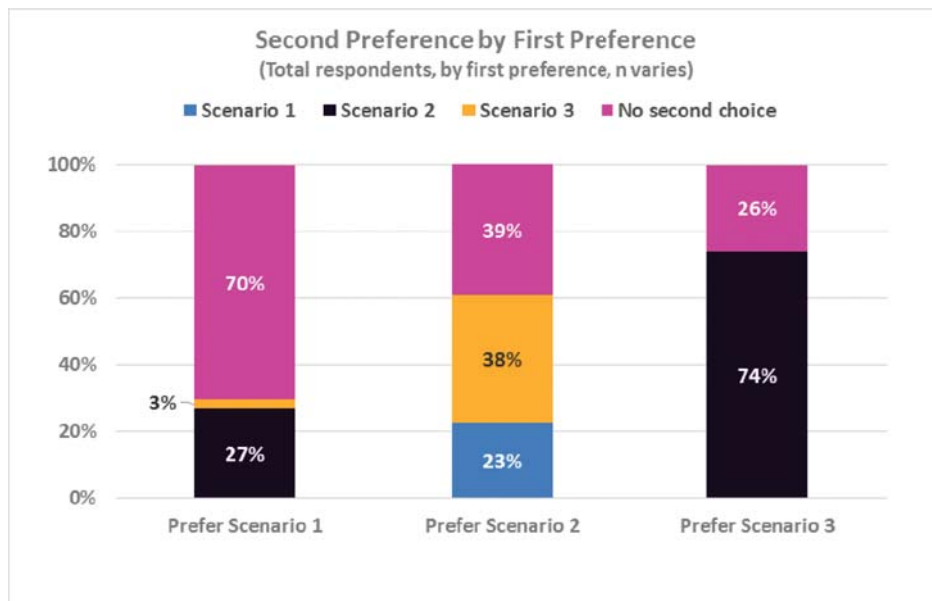
Graph 2.3: First and second preferences combined



This suggests that preference for Scenario 2 was highest among both groups (with 75% of residents and 63% of businesses considering Scenario 2 a first or second preference):

Graph 2.4, below, outlines the most likely second preference based on first preference responses:

Graph 2.4: Second preference, by first preference (all respondents)





Those preferring Scenario 1 were the least likely to offer a second preference (70% offering no second choice), while those who did were most likely to suggest Scenario 2 (27%).

Those who preferred Scenario 2 were more likely to choose Scenario 3 over Scenario 1 as their second preference (38% vs. 23%). This preference was driven by residential respondents' preference for Scenario 3 over Scenario 1 (42% vs. 20% and businesses 29% vs. 29%).

Those preferring Scenario 3 were most likely to consider Scenario 2 their second choice (74%).

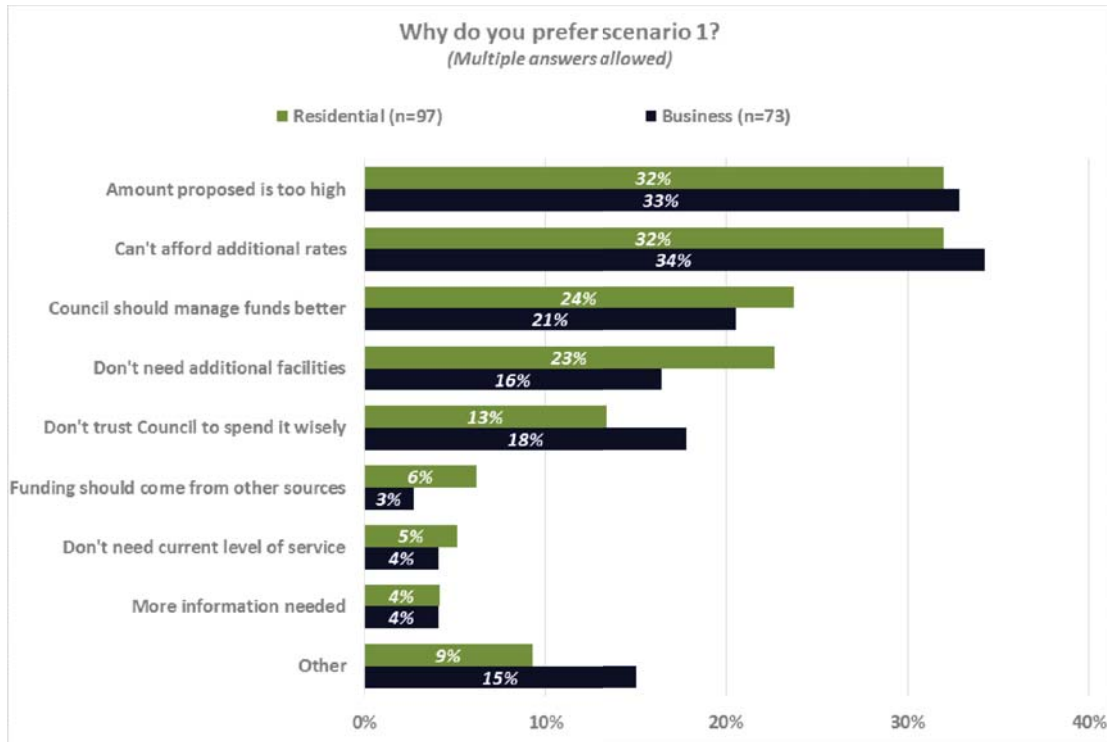
This suggests that, particularly among residents, there is high tolerance for the SRV being applied as per Scenarios 2 or 3, with little preference for Scenario 1 and the associated reduction in services.



Part 3: Reasons for Preferences

Respondents were next asked for their reasons for preferring Scenarios 1, 2 and 3:

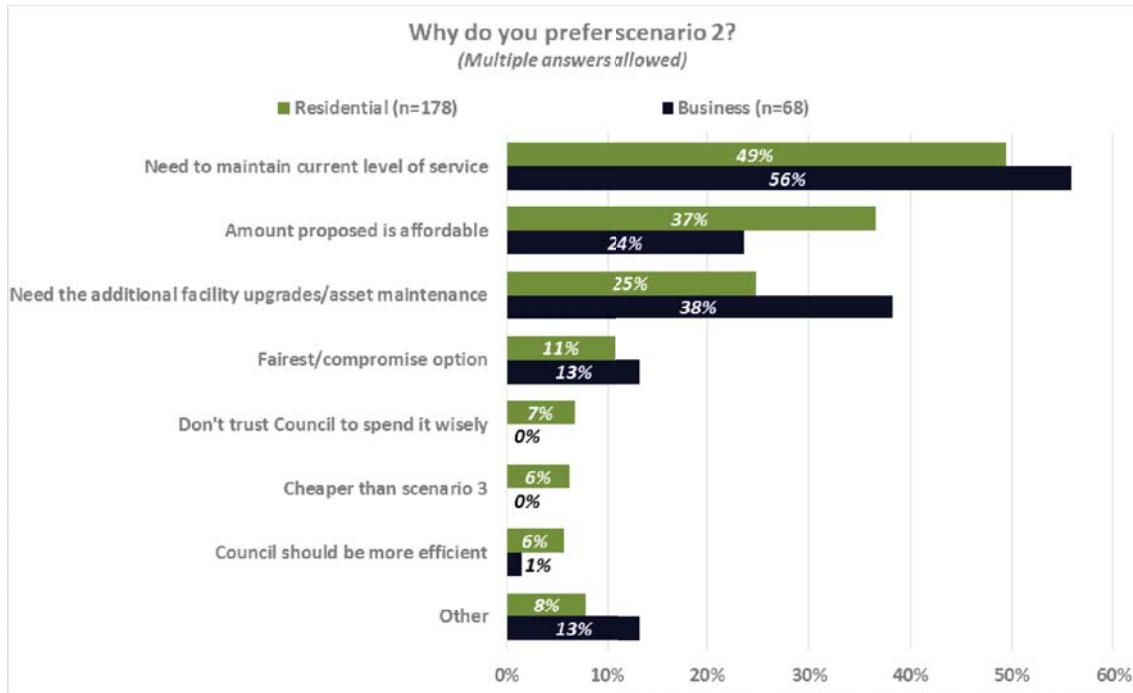
Graph 3.1: Reasons for preferring Scenario 1



Those who preferred Scenario 1 tended to do so for financial reasons, with around a third believing the amount proposed to be too high and a similar proportion claiming that they couldn't afford the additional rates. Just under a quarter felt Council should manage their funds better and 23% of residents believed that they don't need the additional facilities.

Other reasons for preferring Scenario 1 are outlined in Appendix 3.

(Continued next page...)

**Graph 3.2: Reasons for preferring Scenario 2**

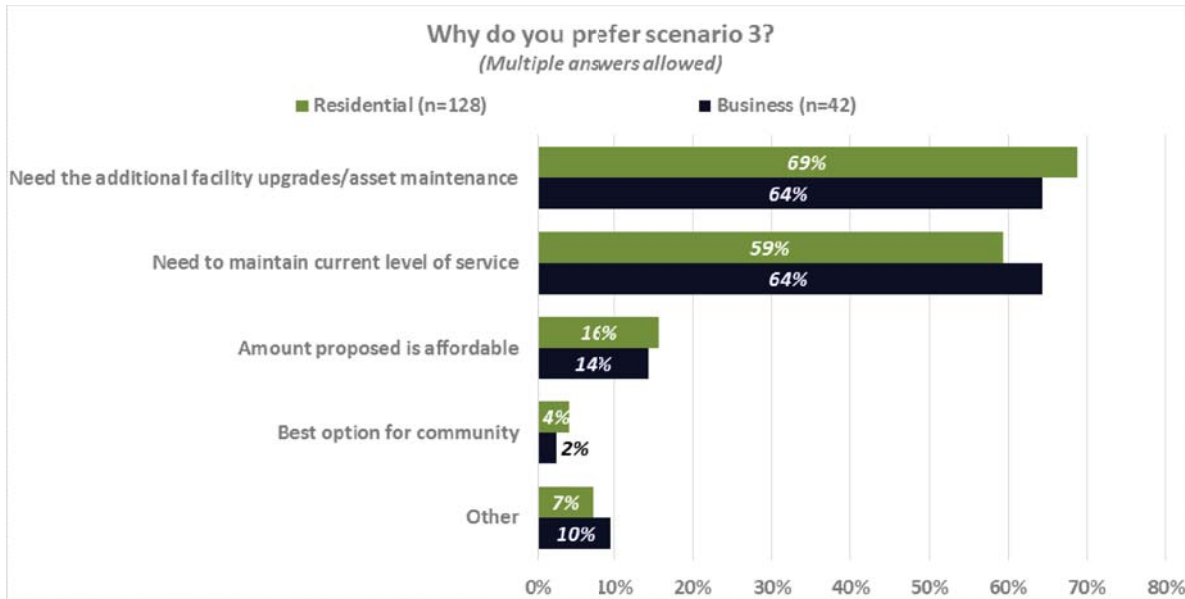
Scenario 2 was preferred as respondents could see the requirement to maintain the current services (56% of business and 49% of residents), saw the value in delivering the additional services and facilities (38% of businesses and 25% of residents) and believed the amount proposed to be affordable (24% of businesses and 37% of residents).

Other reasons for preferring Scenario 2 are outlined in Appendix 4.

(Continued next page...)



Graph 3.3: Reasons for preferring Scenario 3



Reasons for preference for Scenario 3 were similar to those proposed regarding Scenario 2 although with a higher level of agreement regarding the need for the additional facilities and services (64% of businesses and 69% of residents) and requirement to maintain current services (64% of businesses and 59% of residents) - though with less emphasis on the amount proposed being affordable (14% of businesses and 16% of residents).

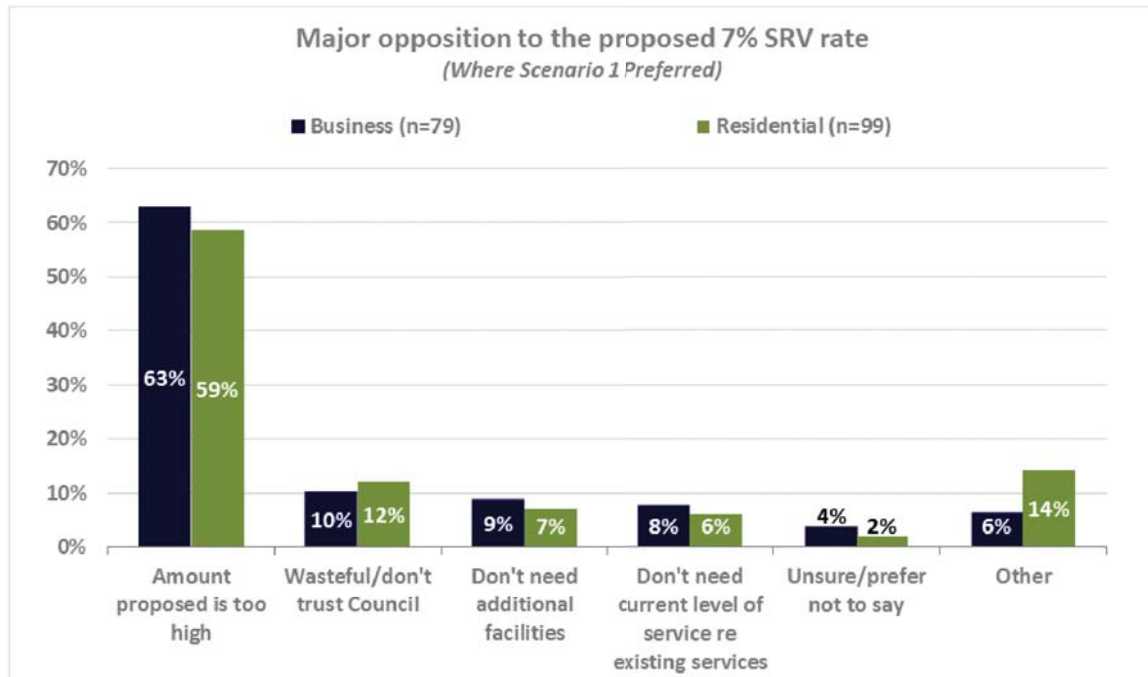
Other reasons for preferring Scenario 3 are outlined in Appendix 4.

Those who preferred Scenario 1 (Rate peg only, reduction in services) were next asked whether their: *"...opposition to the proposed 7% Special Rate Variation is mainly because you think North Sydney Council doesn't need to maintain current services to such a high standard, nor does it need the additional facilities proposed/additional funds for asset maintenance, or because you think the amount being asked is too high?"*

(Continued over page...)



Graph 3.4: Reasons for opposing Scenario 3, from those preferring Scenario 1



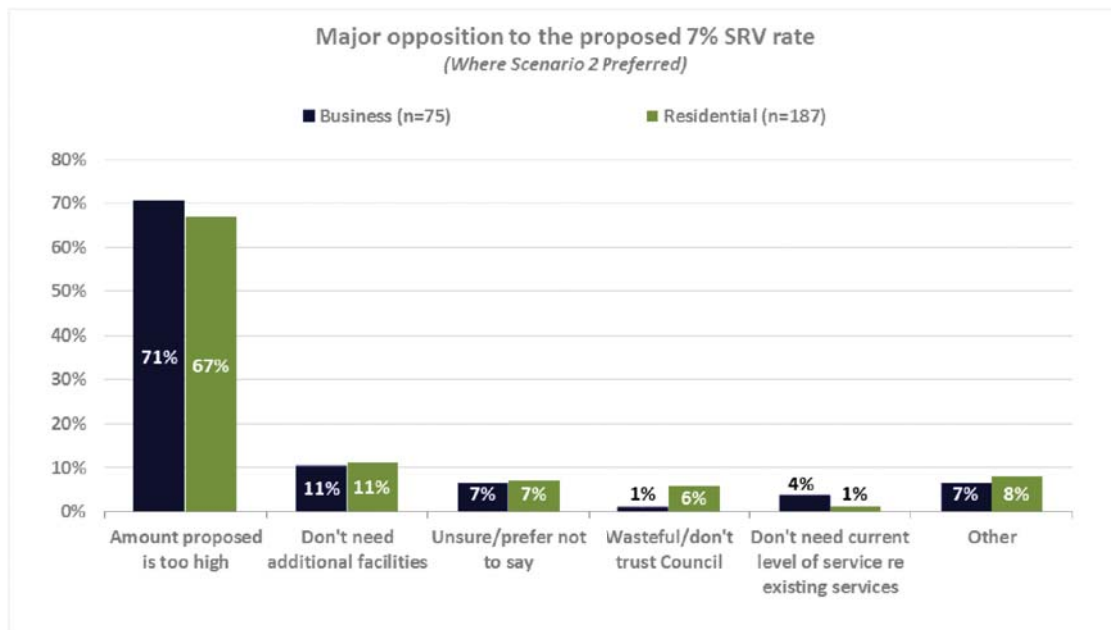
Opposition to the 7% SRV among those preferring Scenario 1 was mainly driven by the perception that the amount proposed was too high (63% of businesses and 59% of residents).

Those who preferred Scenario 2 (5.5% SRV for 5 years, inclusive of the annual rate peg) were next asked whether their: "...opposition to the proposed 7% Special Rate Variation mainly because you think North Sydney Council doesn't need the facilities nor additional funds for asset maintenance, or because you think the amount being asked is too high?"

(Continue next page...)



Graph 3.5: Reasons for opposing Scenario 3, those preferring Scenario 2



Similarly to those preferring Scenario 1, opposition to the 7% SRV among those preferring Scenario 2 was again mainly driven by the perception that the amount proposed was too high (71% of businesses and 67% of residents).



Appendix 1: Recruitment and survey questionnaires

(Phase 1a – residential recruitment)

Hi my name is (name), and I'm calling from Jetty Research on behalf of North Sydney Council. Council is conducting a community survey about planning for the future of your local area, and you've been contacted at random to participate. This issue will affect all residents and I'm calling to find out if you'd be willing to hear more about the research?

(NB Researcher note: if they ask whether survey relates to special rate variation, you can confirm.)

(If yes)

Thanks, that's great. Council is seeking feedback from the community about the options available for its future funding and programs. At this stage all we'd like to do is to send you a short (4-page) Information Sheet from Council to read. We'd then call again at a time convenient to you to conduct the survey, which will only take about 8-10 minutes. Are you willing to take part in this important community survey?

(If no, try to arrange a callback or find someone else in the household willing to participate.)

(If yes) ensure respondent is a resident of the North Sydney Council LGA and is not a Councillor or permanent employee of NSC. Ask age (18-39, 40-59, 60+), own vs rent and postcode (2060, 2061, 2062, 2065, 2089, 2090) and record gender. Capture name and email address.

(Important Note: try to fill younger age quotas first)

North Sydney Council 2018 SRV Survey
© Jetty Research, January 2019

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(Phase 1a – business recruitment)

Hi my name is (name), and I'm calling from Jetty Research on behalf of North Sydney Council. Council is conducting a survey of local businesses about planning for the future of your local area, and you've been contacted at random to participate. This issue will affect all local businesses and I'm calling to find out if you'd be willing to hear more about the research?

(NB Researcher note: if they ask whether survey relates to special rate variation, you can confirm.)

(If yes)

Thanks, that's great. Council is seeking feedback from local businesses about the options available for its future funding and programs. At this stage all we'd like to do is to send you a short (4-page) Information Sheet from Council to read. We'd then call again at a time convenient to you to conduct the survey, which will only take about 8-10 minutes. Are you willing to take part in this important business survey?

(If yes) ensure respondent either (a) owns or manages a business located within the North Sydney Council LGA, or (b) is a business rate payer. Cannot be a Councillor or permanent employee of NSC. Ask age (18-39, 40-59, 60+), and record gender. Capture name and email address.

(Important Note: try to fill younger age quotas first)

North Sydney Council 2018 SRV Survey
© Jetty Research, January 2019



(Phase 2 – recontact following distribution of information sheet and undertake survey)

Good afternoon/evening, my name is (name) and I am calling from Jetty Research on behalf of North Sydney Council. We are following up on the information you received from Council regarding the proposed special rate variation.

Have you had a chance to review the material? (If yes) And is now a good time to complete the survey? It should only take around 10 minutes. **(Important Note: try to fill younger age quotas first)**

Draft script and questions:

Q#	Objective	Question	Responses	Prompted/ Unprompted
1	6	Now (name) to kick things off can you tell me which if any of the following apply to you: (Record each as "yes" or "no")	I am a residential ratepayer in the North Sydney Council LGA I am a business ratepayer in the North Sydney Council LGA I own or operate a business in the North Sydney Council LGA	Prompted
2	1	And (name) aside from the Information Sheet sent to you by Jetty Research have you read, heard or seen anything recently about Council proposing to apply for a special rate variation to fund a number of programs and initiatives for the NCS LGA?	Yes No	Unprompted
3	1	(If yes to Q2) Can you recall where you saw or heard this? (Unprompted – probe and tick any that apply)	Local paper Council website Letter or Newsletter from Council Social media (Facebook, Instagram, Twitter etc.) Friends, family, neighbours, colleagues etc.	Unprompted



			Other: _____ Yes No	Unprompted
4	2	(If yes to "business or residential ratepayer" in Q1) Council recently sent to all ratepayers a Letter with 4-page Information Sheet explaining its proposal to submit an application to the Independent Pricing and Regulatory Tribunal, or IPART, seeking a special rate variation of 7% per annum for 5 years, commencing from 1 July 2019, which would also be applicable to minimum ratepayers. Do you recall receiving this information?		
5	2	(If yes to Q4) Did you get a chance to read the Letter/Information Sheet? (Prompted)	Yes – read in detail Yes – glanced through it No – have not yet read	Prompted
6	3	The Information Sheet which was sent to you outlined the fact that from 2020/21 Council will no longer be able to fund all of the current services and facilities without increasing income. And additional investment in asset maintenance is required to address essential infrastructure assets in very poor condition. Three Scenarios were outlined to address the funding shortage: Scenario 1, 2 and 3. Are you familiar with these 3 Scenarios? (If not, ask them to read/re-read the letter, and arrange callback.) (if yes) So (name) do you support Scenario 1, 2 or 3?	Prefer Scenario 1 – (Rate peg only, reduction in services) Prefer Scenario 2 – (5.5% SRV for 5 years, inclusive of the annual rate peg) Prefer Scenario 3 – (7% SRV for 5 years, inclusive of the annual rate peg)	Prompted
7		And what is your second preference?	Prefer Scenario 1 – (Rate peg only, reduction in services) Prefer Scenario 2 – (5.5% SRV for 5 years, inclusive of the annual rate peg) Prefer Scenario 3 – (7% SRV for 5 years, inclusive of the annual rate peg)	



8	4	(If "Scenario 1" to Q6) And is your opposition to the proposed 7% Special Rate Variation mainly because you think NSC doesn't need to maintain current services to such a high standard, nor does it need the additional facilities proposed/additional funds for asset maintenance, or because you think the amount being asked is too high?	Don't need current level of service re existing services Don't need additional facilities Amount proposed is too high Other: _____ Unsure/prefer not to say	Unprompted
9	4	(If "Scenario 2" to Q6) And is your opposition to the proposed 7% Special Rate Variation mainly because you think NSC doesn't need these facilities nor additional funds for asset maintenance, or because you think the amount being asked is too high?	Don't need current level of service re existing services Don't need additional facilities Amount proposed is too high Other: _____ Unsure/prefer not to say	Unprompted
10	4	(If Scenario 1 at Q6) Why is this your preferred Scenario?	Can't afford additional rates Don't need current level of service Don't need additional facilities Amount proposed is too high Other: _____	Unprompted
11	4	(If Scenario 2 at Q6) Why is this your preferred Scenario?	Need to maintain current level of service Amount proposed is affordable Need the additional facility upgrades/asset maintenance All of the above Other: _____	Unprompted
12	4	(If Scenario 3 at Q6) Why is this your preferred Scenario?	Need to maintain current level of service Amount proposed is affordable Need the additional facility upgrades/asset maintenance All of the above Other: _____	Unprompted



RESIDENT DEMOGRAPHICS (If "no" to business ratepayer AND business owner/operator at Q1)			
6	Into which of the following age ranges would you fit?	18-29 30-39 40-49 50-59 60-69 70+	Prompted
6	Gender? (DO NOT ASK)	Male Female	Unprompted
6	Do you own or rent your current residence?	Fully-owned Mortgage Renting – Social housing Renting – Private Other: _____	Prompted
6	Which of the following most closely describes your household type?	Apartment - medium/high density Townhouse Separate house Other: _____	Prompted
BUSINESS DEMOGRAPHICS (If "yes" to business ratepayer OR business owner/operator at Q1)			
6	(IF CODE 4 AT Q1, BUSINESS) How long has your business been operating in the NSC LGA?	Less than 1 year Less than 3 years Less than 5 years Less than 10 years Less than 20 years 20 or more years	Prompted
6	(IF CODE 4 AT Q1, BUSINESS) And what would you say best describes your primary business?	Agriculture, forestry and fishing Mining Manufacturing Electricity, Gas and Water Supply Construction	Prompted



			Wholesale Trade Retail Trade Accommodation and Food Services Transport, Postal and Warehousing Information, Media and Telecommunications Financial and Insurance Services Rental, Hiring and Real Estate Services Professional, Scientific and Technical Services Admin and Support Services Public Administration and Safety Education and Training Health Care and Social Assistance Arts and Recreation OTHER	
	6	Including yourself, how many people does your business employ?	(Permanent) Part-time (Permanent) Full-time Casual Volunteers	Prompted

Appendix 2: Information Sheet

INVESTING IN OUR FUTURE

Whoever coined the phrase roads, rates and rubbish did local government a great disservice. Yes, the three Rs are a core part of our service, but they are just a fraction of what councils actually do.

You may not know it, but local government is the playgrounds and sportsgrounds your kids use, the events and festivals you enjoy and the books you borrow from the library. It's the bushland reserves and walking trails, your local pocket park and the outdoor dining area where you catch the sun with your morning coffee.

It's also a myriad of things you don't see – the protection of heritage buildings, the maintenance of drains and seawalls, and the trapping of litter before it washes into the harbour. It all contributes to quality of life – and it all comes at a cost.

Council's long-term financial planning shows that by 2020/21 Council's costs will exceed its income. At the same time, in the consultation for our North Sydney Community Strategic Plan 2018-2028, the community has requested a number of improvements to our existing facilities. This information sheet looks at Council's current financial position, what projects could be funded under a Special Rate Variation (SRV) and what it would cost ratepayers.

WHERE WE ARE NOW

Approximately half of Council's annual income is generated from rates and annual charges. Overall, rates income is limited by a rate peg, which means Council can only raise rates by the increase allowed by the State Government unless we get approval from the Independent Pricing and Regulatory Tribunal (IPART).

The majority of Council's costs are allocated to delivering services to the community. As you can see from Figure 3, unless Council can increase income, from 2020/21 we will need to start reducing services to balance the budget.

WHAT IS A SPECIAL RATE VARIATION?

Special rate variations (SRVs) are rate rises above the rate peg approved by the State Government each year. An SRV must be approved by the Independent Pricing and Regulatory Tribunal, which considers a number of factors including the Council's need for additional income, the impact on ratepayers, Council's productivity and cost containment strategies and whether the proposed SRV was explained in Council's integrated planning documents including the Delivery Program and Resourcing Strategy.

Council resolved to consult the community about applying for a five-year SRV to take effect from the 2019/20 financial year (see page 4 for details of how you can have your say). The proposed variation will apply across all ratepayers including the 76% of residential ratepayers and 33% of business ratepayers paying the minimum rate. Note: the previous SRV that expired 30 June 2018 did not apply to the minimum rate.

Figure 1: Our sources of income

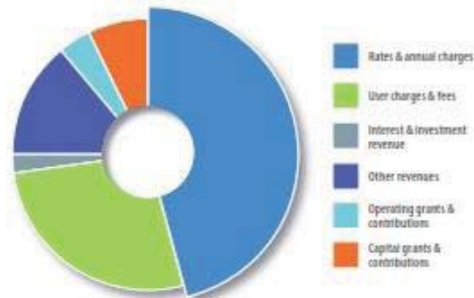


Figure 2: How the money is spent

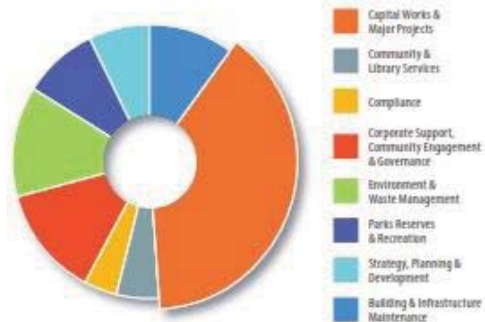
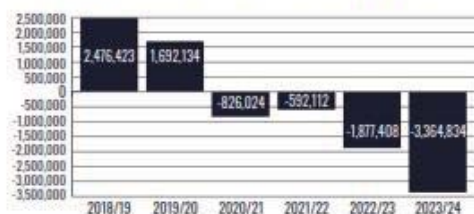
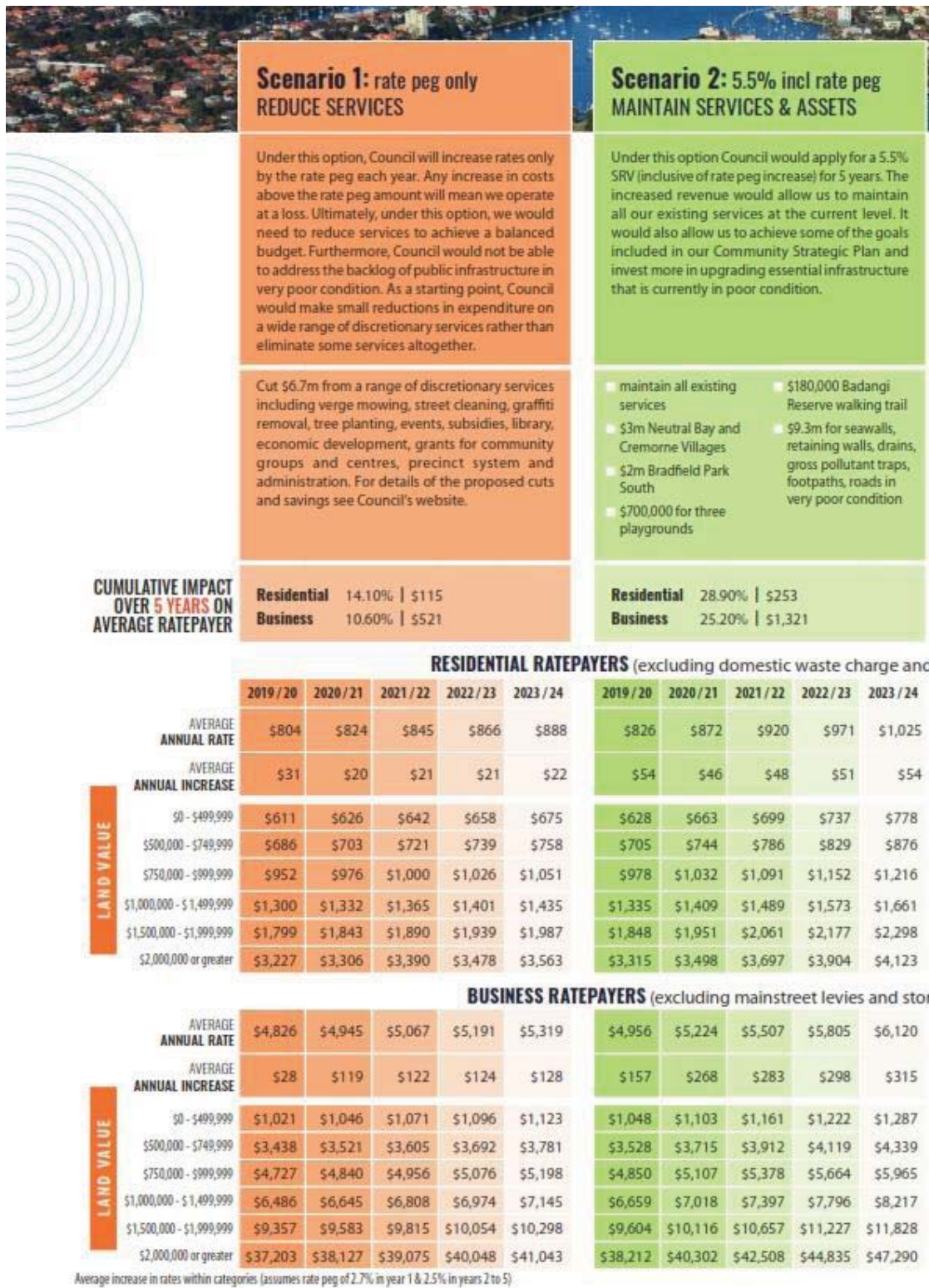


Figure 3: Financial forecast (without an SRV)

NET OPERATING RESULT BEFORE CAPITAL GRANTS AND CONTRIBUTIONS







Scenario 3: 7% incl rate peg MAINTAIN SERVICES & RENEW ASSETS

Under this option, Council would apply for a 7% SRV (inclusive of rate peg increase) for 5 years. The increased revenue would allow us to maintain all our existing services at the current level. It would also allow us to achieve numerous goals included in our Community Strategic Plan, including delivering the St Leonards Park Masterplan. Importantly, it would release significant funds for upgrading essential infrastructure that is currently in poor condition.

- maintain all existing services
- \$750,000 Anderson & Primrose Parks
- All of Scenario 2 plus:
- \$300,000 three bushland trails
- \$4.8m St Leonards Park
- \$5m extra for seawalls, retaining walls, drains, gross pollutant traps, footpaths, roads in very poor condition
- \$1m Kirribilli & McMahon's Point villages

Residential 36.40% | \$328
Business 32.70% | \$1,764

stormwater charge)

2019/20	2020/21	2021/22	2022/23	2023/24
\$838	\$897	\$961	\$1,028	\$1,101
\$65	\$59	\$64	\$67	\$73
\$637	\$681	\$728	\$779	\$834
\$715	\$766	\$821	\$879	\$941
\$992	\$1,064	\$1,141	\$1,222	\$1,310
\$1,355	\$1,453	\$1,557	\$1,669	\$1,788
\$1,875	\$2,011	\$2,155	\$2,309	\$2,475
\$3,363	\$3,607	\$3,866	\$4,142	\$4,440

stormwater charge)

\$5,025	\$5,371	\$5,741	\$6,138	\$6,562
\$227	\$346	\$370	\$397	\$424
\$1,062	\$1,133	\$1,209	\$1,290	\$1,377
\$3,576	\$3,817	\$4,075	\$4,351	\$4,646
\$4,917	\$5,248	\$5,603	\$5,982	\$6,389
\$6,752	\$7,215	\$7,711	\$8,242	\$8,809
\$9,736	\$10,398	\$11,106	\$11,863	\$12,673
\$38,752	\$41,452	\$44,341	\$47,432	\$50,739

Footnote: all numbers rounded to nearest \$

PROPOSED ADDITIONAL INFRASTRUCTURE RENEWAL PROJECTS

Over the past decade Council has undertaken considerable work to ensure that we are managing our infrastructure assets responsibly. This includes developing a full register of assets, setting appropriate depreciation and renewal rates, and ensuring maintenance on assets is undertaken efficiently.

In the past few years we have commissioned independent assessments of the state of our infrastructure. This has identified \$45m worth of assets that are in very poor condition. Scenario 2 will provide an additional \$9.3m for asset renewal and Scenario 3, \$14.3m, over and above the amount allocated in Scenario 1 over five years.

The additional investment (as allocated in table below) will allow Council to reduce the proportion of infrastructure in very poor condition and help prevent the further deterioration of community assets. A full list of the projects and their locations is on Council's website.

Asset Class	Scenario 2	Scenario 3
Footpaths	\$953,870	\$1,623,870
Gross Pollutant Traps	\$1,353,025	\$1,633,025
Lights	\$961,617	\$1,129,617
Marine Structures	\$650,000	\$1,150,000
Retaining Walls	\$380,218	\$490,418
Roads	\$1,849,003	\$2,468,008
Seawalls	\$822,971	\$1,522,971
Stormwater Drainage	\$2,359,000	\$4,312,825
Total	\$9,329,704	\$14,330,734

Proposed service reductions – Scenario 1

If a Special Rate Variation is not supported, Council will need to reduce annual spending by \$1.35m to maintain a balanced the budget. Rather than cutting whole services, it is proposed to create the savings required by reducing the level of service provided across a range of different service categories. For details of the level of reduction, see Council's website.

Public spaces	\$338,000	verge mowing, street cleaning, graffiti removal, tree planting
Events	\$84,000	Garden competition, Bradfield Bark, child restraint checks
Subsidies	\$102,000	Sportsfields hire, parking,
Library	\$25,000	Reduced opening hours and new collections
Economic Development	\$250,000	Business support, NNth Syd events
Community grants	\$108,000	Community groups and centres
Administration	\$475,000	Customer service, precincts, food inspection, traffic management projects, community facilities, records management
Miscellaneous	\$72,000	Aboriginal Heritage Office, Sydney Coastal Councils network

PROPOSED PROJECTS

Community consultation in recent years shows there is strong support for improving existing open space and recreation facilities and retaining the village feel of our smaller commercial centres. Maintaining essential infrastructure is also a priority and Council needs to fund additional renewal projects if we are to make inroads into the backlog of infrastructure in very poor condition and stop further deterioration of our assets. The projects identified in Scenarios 2 and 3 address these priorities.

Scenario 2

Essential infrastructure: \$9.3m - see page 4 for more details.

Neutral Bay and Cremorne villages: \$3m - there is an opportunity to upgrade the Neutral Bay and Cremorne villages as the B-Line works along Military Road come to a close. Plans include redesigning the Grosvenor Lane carpark, upgrading the paving and lighting, and planting additional trees to soften the streetscape.

Bradfield Park South: \$2m - one of our main tourist destinations, Bradfield Park South is used by hundreds of thousands of locals and visitors each year who walk between Kirribilli and Lavender Bay. The upgrade will include wider pathways, additional seating, replacing diseased trees, lighting the heritage pavilions and redesigning the garden entry to the Jeffrey St Wharf.

Playgrounds: \$700,000 - Council designs playgrounds with reference to their context and with unique themes that stimulate imaginative play. The three selected playgrounds, which have not been upgraded in over 20 years, are: Sirius Street Reserve, Grasmere Children's Park and Merrett Playground.

Badangi Reserve bushland trail: \$180,000 - upgrading the trail opens the bushland to the public to enjoy while protecting native fauna and flora.

Scenario 3 ALL OF SCENARIO 2 PLUS

Essential infrastructure: \$5m - \$14.3m in total.

St Leonards Park: \$4.8m - substantial work is required to deliver all the improvements in the St Leonards Park Masterplan, which includes upgrading pathways, gardens, lighting, Tunks Fountain and public toilets, creating a War Memorial walk reinforcing the park's Victorian heritage and expanding the playground and picnic area.



Kirribilli and Mahons Point villages: \$1m - upgrading paving, lighting, plantings.

Anderson and Primrose Parks: \$750,000 - upgrading pedestrian access through Anderson Park, with stepped down access to the harbour and drainage works at Primrose Park to improve the playing surface.

Bushland Trails: \$300,000 - upgrading Primrose Park, Brightmore Reserve and Gore Cove to Smoothery Park trails to protect and support biological diversity.

HAVE YOUR SAY

For more information about this proposal visit:
yoursay.northsydney.nsw.gov.au

Alternatively, you can attend one of the following information sessions to hear a presentation by Council officers followed by a Q&A session. Venue capacity is limited, to register please phone 9936 8100 or book online at www.trybooking.com/ZDLK.

Wednesday 7 November, 6pm - 8pm

North Sydney Leagues Club, 12 Abbott St, Cammeray

Monday 12 November, 6pm - 8pm

Hutley Hall, 200 Miller St, North Sydney

Thursday 22 November, 6pm to 8pm

Neutral Bay Club, 3 Westleigh St, Neutral Bay

Council will have a drop-in information kiosk at markets and events, see our website for dates and times. We are also commissioning a randomly selected telephone survey of ratepayers. However, all ratepayers can have their say by filling out the submission form on Council's website or writing to us by post or email. Additionally, you can also write to IPART.

Feedback closes 16 January 2019.

How North Sydney compares

North Sydney's residential rates are the lowest in the Office of Local Government Group 3 councils and, as can be seen in the table below, compare favourably with our neighbours. In the North Sydney LGA, 42% of households earn \$2,500 or more per week, compared to 28.3% for greater Sydney.

Council	Average residential rate 18/19 (\$)	Average business rate 18/19 (\$)
North Sydney	772	4,258
Mosman	1,420	3,097
Willoughby	1,019	6,222
Lane Cove	1,226	4,818
City of Sydney	756	6,172



northsydney.nsw.gov.au

Published 1 November 2018



Appendix 3: *Other* Reasons for preferring Scenario 1

Business	With increase in development council's rate revenue must have increased. Its will continue to increase with more developments. Perhaps council needs to get back to the basics of what council services should be provided to the community.
	We are getting hit with parking levies
	Upgrade of facilities should be across the board
	Tight margin at the moment utilities are overtaking our rate which have tripled in three years the land tax is based on the land its really choking business to death
	The resident didn't agree with options 2 and 3 due to the proposals not effecting her
	The only one that fits in with recent 92% rate increase due to land value increases.
	Perhaps have a wage freeze for people at council! I find the system unfair - I use all the same facilities as all other rate payers and non-rate payers, but pay 4 times as much as other rate payers.
	No just so the rate peg is lower than the other two Scenarios
	Less of a disruption and cost
	I'm not benefiting directly.
	I don't want to pick any Scenarios.
Residential	We do not receive many of the services that they claim now
	There will be more residences due to increased density providing extra rates
	The other 2 aren't good at all
	Residential rentals are difficult so stay the same
	NSC has been set up so it has reliable income. It has recently spent a lot of money before the amalgamation was threatened.
	It is the most logical option
	In 2013 rates were \$682 in 2018 in paying \$1,251. In 5 years it's almost doubled. Why should we pay more?
	I don't pick any options.
	Essential services vs beautification. We need more essential services e.g. - roads/walkways over pretty flowers.



Appendix 4: Other Reasons for preferring Scenario 2

Business	The upgrade can bring in more business to north Sydney area.
	No reduction in existing services such green and household waste collection
	No
	Less to pay
	It's necessary to continue with the exciting services
	Increase too high
	I think it will be beneficial to the local businesses
	Council will be getting a lot more revenue a lot apartments going up id lot to see more substantiation
	AS we are entering a difficult few years its seems to be the fair option. Council has like all businesses the ability to focus on the most important things and postpone the less.
Residential	With the coming commercial and residential development in North Sydney extra revenue should be from additional ratepayers.
	Very happy with the council and want to see services go ahead
	Tenants in rented property do not pay rates but enjoy facilities. Not agreeable that Owners are the only payee.
	Only a little rate increase
	Not committing beyond the 5 years
	Mainly the areas that will have improvements.
	I don't want a reduction in services, there is absolutely no maintenance in what I already have. Military road needs some attention.
	I don't believe in increases at all, so this is the one that suits the most
	I do not want to lose any services.
	Easy to load up ratepayers payments, Council has not shown any cost savings at all, the council is top heavy.
	Can still not afford
	Because no number 4 cut down on waiting on monies spent on sporting fields and building application all a waste of time
	At the moment wage increases are not keeping up with the other increases in the marketplace, therefore, many are struggling to pay higher costs while not earning enough to cover them.
	All goes up anyway not a lot happens at Waverton things that need assistance are not here St Leonards park needs an upgrade but all round in happy they really should be looking at a wider area



Appendix 4: Other Reasons for preferring Scenario 3

Business	Think north Sydney area is growing significantly so infrastructure is going in need to justify money
	North Sydney is a growing area lots of apartments and you have to improve and go with the status quo has to invest cannot just sit back and expect things to be the same
	I think if you have assets they are to be looked and maintain them
	Especially Nothing
Residential	To claim benefits
	Lower North Shore has much potential that isn't being realized.
	I like living in a place that is clean and green! Would like to think some of the extra money be used towards noise pollution. I live next to the Expressways and the noise level is just SO bad!
	I do not think it makes a difference which option we choose
	By the time it comes around they will need more money
	Brings NSC in line with other councils and amount is not too high
	As long as money is not squandered (like the ridiculously inappropriate sandstone footpaths that now have to be redone) am happy for council to have more funding for major projects.

Amended IPR Plans

Summary of submissions received during public exhibition period

Prepared 18 January 2019

The following criteria are used to analyse all submissions received, and to determine whether or not the plan would be amended:

1. The Amended IPR Plans **would be** amended if the point:
 - a provided additional information of relevance.
 - b indicated or clarified a change in government legislation, Council's commitment or management policy.
 - c proposed strategies that would better achieve or assist with Council's objectives.
 - d was an alternate viewpoint received on the topic and is considered a better option than that proposed in the Draft Plan or;
 - e indicated omissions, inaccuracies or a lack of clarity.
2. The Amended IPR Plans **would not be** amended if the point:
 - a addressed issues beyond the scope of the Plan.
 - b was already in the plan or will be considered during the development of a subordinate plan (prepared by Council).
 - c offered an open statement, or no change was sought.
 - d clearly supported the draft proposals.
 - e was an alternate viewpoint received on the topic but the recommendation of the draft plan was still considered the best option.
 - f was based on incorrect information.
 - g contributed options that are not possible (generally due to some aspect of existing legislation or government policy) or; involved details that are not appropriate or necessary for inclusion in a document aimed at providing a strategic community direction over the long term.

IT IS RECOMMENDED THAT COUNCILLORS REFER TO THE COMPLETE SUBMISSIONS MADE AVAILABLE TO THEM, AND TO THE REPORT TO COUNCIL, WHICH EXPANDS ON THE ISSUES RAISED IN THE SUBMISSIONS.

No.	Key Points Raised	Response	Recommend Plan be Amended Y or N	Criteria Code	Plan Page Number
1	On reviewing the documentation provided by Council under cover of letter dated 1 November 2018, I wish to submit my support of the Council applying for Scenario 2, that is, 5.5% SRV (inclusive of rate peg increase) for 5 years. The increased revenue would allow Council to maintain all our existing services at the current level and would also allow Council to achieve some of the goals included in its Community Strategic Plan as well as investing more in upgrading essential infrastructure that is currently in poor condition.	Preferred scenario noted (included in SRV submissions summary under 'other').	N	2c	n/a
2	I write in (response to) your request to discuss options and suggest alternatives to increase the Council's revenue stream. Instead of putting up rates why don't you issue rates notices for all private school owned properties in the municipality? Here is a source of revenue from wealthy property owners who have an income from these properties and should pay rates like the rest of us. I note that while developers are able to maximise the planning rules to their advantage, it is the residents who try to live their lives quietly who have to pay up. Therefore, until this issue of no rates for wealthy private school properties I don't support any increase for the average residents of this municipality.	Council cannot collect rates from private school owned properties where these properties are used for education or religious purposes. Properties that meet the NSW Office of Local Government guidelines are exempt from paying Council rates.	N	2g	n/a
3	7% per annum increase seems a vast increase. I understand that staff pay rises and the cost of services will occur over the next five years but imagine it will be more in line with inflation. Rather than asking householders to bear costs without limit Council needs to look to balance its books.	Opposition to Scenario 3 noted. No preference stated (included in SRV submissions summary under 'other').	N	2c	n/a
4	I support the 7% rate rise and increased infrastructure spending.	Preferred scenario noted (included in SRV submissions summary under 'other').	N	2d	n/a

No.	Key Points Raised	Response	Recommend Plan be Amended Y or N	Criteria Code	Plan Page Number
5	<p>I object to this extra levy and it should be left at Scenario 1. Council rates on my property have nearly doubled in the last 12 years and as a retiree this is too much. I would suggest you seek savings in your own departments as I can see from the annual report some questionable expenditure, or get more revenue from the commercial sector. Further; As one infrastructure project the council should fast track is the replacement of the disgusting WC toilets at Cremorne Point. This eye sore is way past it's use by date and I walk regularly there seeing visitors from cruise ships coming off the ferry being confronted by this disgusting toilet block. I have heard the comments also when they come out and they are far from flattering!! Not a very good show for the North Sydney Council!</p>	Preferred scenario noted (included in SRV submissions summary under 'other').	N	2b	n/a
6	Scenario 1 is the choice we select.	Preferred scenario noted (included in SRV submissions summary under 'other').	N	2c	n/a
7	I approve the idea of maintain and improve rate increase of 7% inclusive of the 5%. It's a good idea. Improvements must keep happening. I am a landlord in Wollstonecraft.	Preferred scenario noted (included in SRV submissions summary under 'other').	N	2d	n/a