



AGENDA

A meeting of the Access and Inclusion Committee will be held on Cammeraygal Land at the Ros Crichton Pavilion Council Chambers, 200 Miller Street, North Sydney at 5:30 PM on Tuesday 26 August 2025.
The agenda is as follows.

Therese Cole
CHIEF EXECUTIVE OFFICER



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1. Opening of Meeting

2. Apologies

3. Confirmation of Minutes

The Minutes of the previous meeting held on Tuesday 27 May 2025, copies of which had been previously circulated, were taken as read and confirmed.

4. Disclosures of Interest

5. Reports

5.1. New Members of the Access and Inclusion Committee

AUTHOR	George Carrick, Access and Inclusion Coordinator
ENDORSED BY	Marcelo Occhiuzzi, Director Planning and Environment
ATTACHMENTS	Nil
CSP LINK	Outcome 2 – A connected and socially inclusive community where everyone is valued S3. Nurture a shared sense of belonging where everyone’s voice is heard and people feel they are valued

PURPOSE:

The purpose of this report is to inform the Access and Inclusion Committee of the recruitment of four new members to Council’s Access and Inclusion Committee and to welcome new members.

EXECUTIVE SUMMARY:

- Council’s Access and Inclusion Committee (AIC) is an advisory group, comprised of local residents with lived experience with disability, that provides guidance and expertise on how to enhance accessibility and promote inclusion within Council’s infrastructure, facilities, events, services, systems, and processes for people living with a disability.
- Following the departure of two committee members from the AIC, there are only six current members of the AIC.
- The AIC Terms of Reference state that the quorum for meetings will be six members, with a maximum of 10.
- To ensure the AIC has enough members so that meeting quorums are met, Council has recently undertaken a recruitment process to seek new candidates for the AIC.
- Through the recruitment process, four candidates were selected for inclusion to the committee.
- New AIC members will complete an induction session on 19 August ahead of the next meeting of the AIC on 26 August 2025.

RECOMMENDATION:

1. THAT the Access and Inclusion Committee welcome the new members of the committee.

Report

Council's Access and Inclusion Committee (AIC) was formed in February 2024, in line with item 4.41 of Council's Disability Inclusion Action Plan 2022-2026 (DIAP) - "Establish a disability inclusion advisory group to provide strategic advice to Council". The aims of the AIC as outlined in its Terms of Reference (ToR) are as follows:

- Provide expertise and advice on how to enhance accessibility and promote inclusion within Council's infrastructure, facilities, events, services, systems, and processes for people living with a disability
- Provide advice and guidance on the development and implementation of Council's Disability Inclusion Action Plan (DIAP) and other strategies and policies that impact access and inclusion
- Provide advice on how to raise awareness and promote attitudinal change within the community to promote inclusion and access for all
- Provide guidance on embedding the social model of disability across the organisation.

Despite its short lifespan, the AIC has seen significant success in achieving these aims. The AIC has provided crucial input and guidance on a range of Council initiatives, including the 10 Year Strategic Plans, website accessibility enhancements, accessibility of sporting facilities, review of the Public Dining and Goods on Footpath Policy, supported the ongoing implementation of the DIAP, formed part of Council's response to the NSW Government Transport Oriented Development proposal, and providing valuable feedback on some of Council's public domain design projects.

In addition to the work conducted during meetings of the AIC, members of the AIC have also been integral to promoting cultural and attitudinal change across Council, the community, and the broader local government sector. AIC members participated in a video promoting the structure, function, and accomplishments of the AIC which was presented to staff at the Council International Day for People with Disability event in December 2024. A member of the AIC also acted as a panellist at the 'Disability and Local Government' panel discussion hosted by the University of Technology Sydney, to discuss the work of the committee.

For this body of work, the AIC was recognised as a finalist in the Community Development category at the annual Local Government Awards in June.

The Need for Recruitment

Eight committee members were appointed to the AIC at its inception and Committee members were selected according to the eligibility criteria outlined in the ToR, which are as follows:

- a person living with a disability or carer who is living in or connected to North Sydney;
- demonstrated experience delivering outcomes to improve access and promote inclusion within communities and/or across organisations; and
- willingness to participate and engage locally to promote inclusion through education and advocacy.

Since its inception, two of the original committee members have left the AIC, leaving six remaining members. The ToR states that a minimum of six members need to attend any given meeting to meet the required quorum. Should Council choose to maintain the current number of members, there is a significant risk that the quorum would not be met in future meetings, resulting in the postponement of the meeting.

Additionally, when membership of the AIC is reduced, so too is its capacity to meaningfully represent the diverse and unique needs of people with disability. Recruiting additional members promotes the efficacy of the committee in achieving its stated aims. This is particularly relevant as preparations begin for the development of the next iteration of the DIAP, in which the AIC will be a primary stakeholder.

For these reasons, Council staff recently undertook a recruitment process, assessed and selected four new candidates for the AIC. This report briefly summarises the recruitment process, as well as provide an overview of the successful candidates.

Recruitment Process

The following steps were taken in the recruitment process:

1. Created an AIC expression of interest form, which was shared through a variety of communications including Council's website and social media channels, and shared directly with relevant community networks, organisations, and individuals;
2. Assessing the eligibility of all applicants based on the criteria in the committee Terms of Reference;
3. Assessing the suitability and best fit of eligible applicants through a series of phone screens; and
4. The preparation of a shortlist of candidates which was reviewed and approved by Council's CEO, consistent with the Terms of Reference.

To ensure the recruitment process was inclusive and accessible to all applicants, information about the application process was provided in multiple formats, with options for reasonable adjustments clearly stated in all materials. Additionally, special consideration was given to younger applicants and applicants from culturally and linguistically diverse backgrounds, as these represent demographic groups not currently represented in AIC members.

Successful Candidates

The recruitment process yielded 17 expressions of interest for the committee. Four candidates were then selected based on their eligibility, lived experience, professional experience, and diversity in lived experience, either as a person with a disability or a carer of a person with disability. The following candidates have been selected to be members of the North Sydney Council Access and Inclusion Committee:

1. Amanda Reston
2. Laura Osweiler
3. Lynette Dowd
4. Paul Miskin

The successful candidates have a wide range of lived experience and professional expertise that will be invaluable to the committee's long-term success.

5.2. Acciona/TfNSW Presentation- Berrys Bay Place, Design and Landscape Plan

AUTHOR	George Carrick, Access and Inclusion Coordinator
ENDORSED BY	Marcelo Occhiuzzi, Director Planning and Environment
ATTACHMENTS	Your guide to the draft Place, Design and Landscape Plan for Berry's Bay
CSP LINK	<p>Outcome 2 – A connected and socially inclusive community where everyone is valued S2. Provide new and improved public and community spaces for people to meet and connect</p> <p>Outcome 3 – An active community with space for everyone to exercise and enjoy the outdoors O1. Deliver additional space for sports and recreation O3. Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversity</p> <p>Outcome 6 – A vibrant LGA where culture and creativity is enjoyed by all C4. Increase the number of places and spaces available for cultural and creative participation and production</p>

PURPOSE:

The purpose of this report is to provide the Access and Inclusion Committee with information on the Berry's Bay Place, Design and Landscape Plan currently open for public exhibition.

EXECUTIVE SUMMARY:

- Over the past 24 months Council officers have been working with Transport for NSW (TfNSW) and delivery partner Acciona on the development of the Masterplan for Berrys Bay.
- The Masterplan will include a foreshore parkland at Berrys Bay that will be redeveloped and returned to Council's care and control upon its completion.
- The area will be reshaped with accessible open spaces, community facilities and improved connection to the water's edge and harbour views.
- Transport for NSW are currently engaging in community consultation on the Western Harbour Tunnel Place, Design and Landscape Plan, which will inform the Berry's Bay Masterplan.
- Transport for NSW and Acciona are seeking feedback from the Access and Inclusion Committee to ensure the provision of safe, inclusive and accessible community spaces, assets and infrastructure.

RECOMMENDATION:

- 1. THAT** the Access and Inclusion Committee note the contents of this report.
- 2. THAT** the Access and Inclusion Committee provide feedback and input to Transport for NSW/Acciona to support the provision of safe, inclusive and accessible community spaces, assets and infrastructure in the Western Harbour Tunnel Place, Design and Landscape Plan.

Background

TfNSW is currently in the process of developing a Masterplan for a foreshore parkland at Berry's Bay that will be redeveloped and returned to Council's care and control. The Masterplan seeks to compliment the adjoining Carradah Park and the Quarantine Boat Depot site.

The Masterplan consists of three precincts:

- Precinct 1: Former BP Site
- Precinct 2: Woodley's Boatyard
- Precinct 3: Quarantine Boat Depot.

Report

TfNSW is currently seeking community feedback on the draft Place, Design and Landscape Plan (PLDP). The PLDP further builds on the community feedback which informed the Berry's Bay masterplan which was endorsed in early 2023.

The key design elements for feedback are:

- Play facilities.
- Park facilities such as barbeques, shelters, seating and pathways (including materials and finishes).
- Woodley's Shed, reimagined as new community pavilion, with both outdoor covered space and indoor space (including materials and finishes).
- Landscape design including the type and location of plants.

The guide to the draft PLDP for Berry's Bay can be found as an attachment to this report. Further information can be found at the following link: [WHT PDLP \(part 2\) - Berrys Bay | Western Harbour Tunnel | Transport for NSW \(RMS\)](#).

Additionally, representatives from TfNSW and Acciona will be attending the AIC meeting to provide further information on the PLDP and to seek feedback and input from the AIC to ensure the PLDP design is safe, inclusive and accessible.

Transport for NSW



Your guide to the draft Place, Design and Landscape Plan for Berrys Bay

Western Harbour Tunnel
July – August 2025



To understand the proposed design elements and considerations that make up the draft Berrys Bay Place, Design and Landscape Plan (PDLP), we've created this community guide to accompany the draft plan and outline how to have your say.



We acknowledge the Traditional Custodians of the Country on which Western Harbour Tunnel is being constructed, including the Gadigal, Cammeraygal, and Wangal peoples, as well as the Aboriginal peoples of Emu Plains, and we pay respect to Elders past and present.



Western Harbour Tunnel (WHT) will make it easier, faster and safer to get around Sydney.

With the change in the tunnelling methodology under Sydney Harbour, the foreshore land at Berrys Bay Waverton is no longer required as a temporary construction site. The site will be returned to the community as new foreshore parkland by Transport for NSW (Transport) with delivery partner, ACCIONA.

At Berrys Bay, our vision is to contribute to the community, by giving back in meaningful ways through new open spaces and landmark features that respect and acknowledge the Country they are built on.

As part of the design process, we are inviting you to provide feedback on the draft PDLP for Berrys Bay.

What is the WHT PDLP?

The WHT PDLP outlines how public spaces connected to the WHT project will look, feel and function once construction is complete. The PDLP outlines the design development process and reflects the historical and cultural significance of the area, including connection to Cammeraygal Country.

The PDLP is a requirement under the WHT project's Conditions of Approval. It is presented in three parts. Each part has its own key objectives and is being consulted on separately as outlined below.

WHT PDLP (Part 1) – Critical tunnel infrastructure and in-tunnel public art

WHT PDLP (Part 1) was approved by the Department of Planning, Housing and Infrastructure (DPHI) on 10 June 2025. The approved WHT PDLP (Part 1) can be viewed at nswroads.work/wht

WHT PDLP (Part 2) – Berrys Bay ◀ we are here

The draft PDLP for Berrys Bay is open for community and stakeholder feedback until midnight on **Sunday 24 August 2025**.

WHT PDLP (Part 3) – Cammeray Parkland

The final part of the WHT PDLP (Part 3) – Cammeray Parkland is in the early planning stage. Located between Warringah Freeway and Cammeray Golf Course, the new public open space will be returned to the community after construction of WHT.



Explore the Berrys Bay PDLP online interactive map at nswroads.work/wht-pdlp2

Western Harbour Tunnel PDLP



WFU PDLP

Approved 19 July 2024



WHT PDLP

PART 1

Approved June 2025



WHT Berrys Bay

PART 2

Have your say now



WHT Cammeray Parkland

PART 3

In early planning

Above diagram: The project's PDLP staging is in three parts.

Front image: Artist's impression - Reimagining of Woodley's Shed as a community pavilion, view from harbour.

What is in the draft WHT PDLP (Part 2) – Berrys Bay?

We recognise the Berrys Bay foreshore parkland presents a significant opportunity to return previously derelict land to the community, reshaped as accessible open spaces, community facilities and improved connection to water for future generations to enjoy.

The draft PDLP includes proposed designs for playground facilities, accessible continuous foreshore pathways, picnic areas and native landscaping. The draft PDLP also outlines a signage strategy to navigate throughout the parkland, linking storytelling opportunities and interpretation of heritage items.

The Woodley's Shed main building is being reimagined as a new community pavilion, honoring the rich layers of history at Berrys Bay, including a century of boatbuilding at the site.

The draft PDLP outlines the design journey as it has evolved, including design considerations and opportunities. In planning for the future use of Berrys Bay, we have worked closely with North Sydney Council and other stakeholders to shape the proposed design, including co-design opportunities.

Community feedback has guided the design process from the start.



Did you know?

Woodley's Boatyard was established in 1906 at Berrys Bay after relocating from Millers Point.



Artist's impression - view towards the entry walk, looking north towards Balls Head Road



Artist's impression - view of the foreshore walk, looking east



Artist's impression - view from within the bund play and picnic area looking towards Sydney Harbour

Berrys Bay foreshore parkland - Design features



What can I provide feedback on?

Certain design elements are not subject to community feedback, as they have been designed in accordance with strict engineering or technical requirements that must be adhered to during the design process.

We are seeking community feedback on select elements of the proposed design, including:

- play facilities
- park facilities such as the picnic spaces, seating, connection to water and pathway connections (including materials and finishes)
- Woodley's Shed, reimaged as a new community pavilion, with outdoor covered spaces and indoor space design (including materials and finishes)
- landscape design, including the type and location of plants.

North Sydney Council proposes to undertake separate community engagement on the future use of the Woodley's Shed community facility being delivered by Transport. The building is envisaged to play a key role in supporting the parkland, including hosting community events like entertainment and markets, and be available for hire and Council-run programs. This is separate to the WHT PDLP consultation process.

How do I provide feedback?

To have your say, please visit the PDLP project website at nswroads.work/wht-pdlp2 or by emailing the project directly at whtbl@transport.nsw.gov.au

You can also view a copy of the draft PDLP and provide feedback in person by visiting our Community Information Centre, between Monday to Friday, 9am to 5pm at Level 9, 60 Miller Street, North Sydney.

Come and meet us

Details of our community information sessions are:

Location	Date	Time
Online information session Registration required – details below	Wednesday 6 August 2025	12:00pm to 1:00pm
In-person information session WHT Community Information Centre Level 9, 60 Miller Street, North Sydney (step-free accessible building) Registration required – details below	Thursday 7 August 2025	5:30pm to 6:30pm
Pop up stall at Coal Loader, Centre for Sustainability Weather permitting location at the café, indoors if raining.	Saturday 9 August 2025	10:00 to 12:30pm
Pop up stall at Northside Produce Markets Ted Mack Civic Park, North Sydney	Saturday 16 August 2025	9:00am to 12:00pm

Register to attend an information session

To register for the sessions visit: nswroads.work/wht-pdlp2 or scan the QR code.

Please register for online session before **5pm on Tuesday 5 August 2025** to receive the link to join online. At the session, you'll hear about key elements of the draft PDLP and can submit questions during the online session. The session will be recorded and available on the project website after the event, so you can watch it at a time that suits you.



In Person



Online

Who is the WHT delivery partner?

ACCIONA (Australia and New Zealand) is Transport's WHT delivery partner, who is helping to deliver the transformation of derelict industrial land at Berrys Bay into a new foreshore parkland, as part of the WHT project. ACCIONA is guided by strong social and sustainability goals, including reducing waste, restoring the environment, creating local jobs, supporting diverse and inclusive communities.

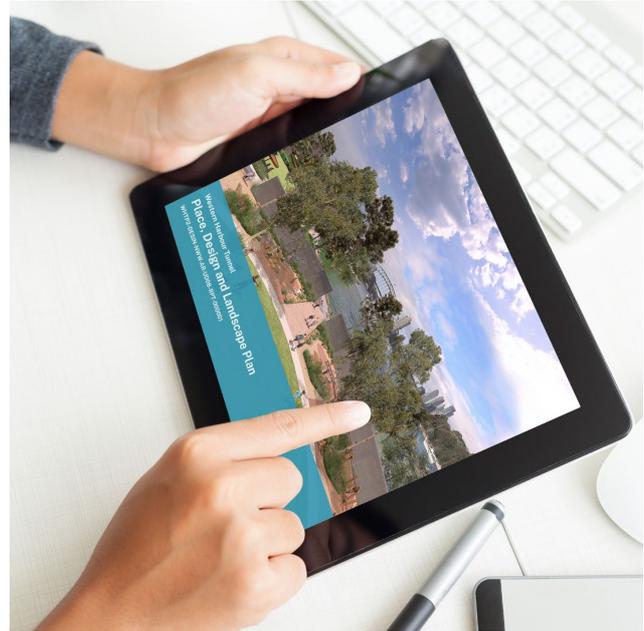
What happens next?

All submissions received from the community and stakeholders during the public exhibition period will be carefully reviewed and considered in shaping of the final design. The WHT PDLP (Part 2) -Berrys Bay will then be submitted to the Department of Planning, Housing and Infrastructure (DPHI) for approval, in accordance with the WHT project's Conditions of Approval.

While this process will inform the final build elements of the parkland and new community pavilion, early construction activities -including site establishment and building removal will occur in the meantime.

Stay informed

We will continue to provide progress on the project via email, community notifications, via the WHT Berrys Bay website and our interactive construction map portal. To stay informed, please subscribe to the 'Future use of Berrys Bay' email list through the QR code below.



Watch the vision take shape



Discover how the Berrys Bay project is bringing derelict land by the water's edge to life. From its deep Cammeraygal roots and industrial past to a vibrant, connected open space for generations to come. Explore the design journey that reinterprets history and reimagines the future. Visit nswroads.work/wht-pdlp2

Contact us



Project Infoline **1800 931 189**
(ask for Western Harbour Tunnel Stage 2)



whtbl@transport.nsw.gov.au



Western Harbour Tunnel
PO Box 537
North Sydney, NSW, 2059, Australia



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5.3. Accessible New Years Eve Event

AUTHOR	George Carrick, Access and Inclusion Coordinator
ENDORSED BY	Marcelo Occhiuzzi, Director Planning and Environment
ATTACHMENTS	New Years Eve Ticketing Managed Access- Report to Council North Sydney NYE- Access and Inclusion Overview
CSP LINK	<p>Outcome 2 – A connected and socially inclusive community where everyone is valued</p> <p>S1. Deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections</p> <p>S2. Provide new and improved public and community spaces for people to meet and connect</p> <p>Outcome 6 – A vibrant LGA where culture and creativity is enjoyed by all</p> <p>C3. Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA</p>

PURPOSE:

The purpose of this report is to inform the Access and Inclusion Committee (AIC) of the provision of a dedicated accessible viewing area and event on Milsons Point Wharf, for the 2025 New Year’s Eve fireworks celebrations and to seek input from the AIC on how to best enhance access and inclusion at this event.

EXECUTIVE SUMMARY:

- The City of Sydney funds a New Year’s Eve (NYE) fireworks display which is operationally supported by multiple State and Local Government agencies. Up to one million people view the fireworks live from the Sydney Harbour foreshore, with many viewing the display from North Sydney.
- Council manages three primary vantage places - Bradfield Park/Mary Booth Reserve, Lavender Bay Parklands (incorporating Clark and Watt Parks and Quibaree Reserve), and Blues Point (incorporating Blues Point and Henry Lawson Reserves).
- Council has engaged consultancy firm Orbit to manage these vantage places
- Council is partnering with Orbit to deliver an accessible vantage point at Milsons Point Wharf in the Bradfield Park/Mary Booth Reserve site.
- A representative from Orbit will be present at the AIC August meeting to provide further information.
- Council is seeking input and feedback from the AIC to ensure the accessible vantage point is as safe, inclusive and accessible as possible.

RECOMMENDATION:

- 1. THAT** The Access and Inclusion Committee note the contents of this report.
- 2. THAT** the Access and Inclusion Committee provide feedback and input to Orbit and Council staff, to support the provision of a safe, inclusive and accessible vantage point for the 2025 New Years Eve fireworks.

Background

The City of Sydney funds a New Year's Eve (NYE) fireworks display which is operationally supported by multiple State and Local Government agencies.

The fireworks display contributes to Sydney's positioning as a global city and Council's NYE responsibilities have grown in line with the event's popularity and status. Council provides infrastructure such as toilets and garbage bins for attendees, and is responsible for crowd and traffic management, both within the access points and more broadly in the North Sydney Central Business District.

Council manages three primary vantage places - Bradfield Park/Mary Booth Reserve, Lavender Bay Parklands (incorporating Clark and Watt Parks and Quibaree Reserve), and Blues Point (incorporating Blues Point and Henry Lawson Reserves). Council has engaged consultancy firm Orbit to manage these three primary vantage places.

Report

While Council has previously supported accessible viewing areas at New Year's Eve events, no designated accessible viewing area was provided during the 2024/2025 event. The lack of a designated accessible viewing area, reduced the ability of people with disability to access the foreshore viewing locations, resulting in a less inclusive event with greater safety risks. These outcomes do not align with Council's commitment to supporting the safety and wellbeing of people with disability.

In order to ensure that people with disability have safe and equitable access to the New Years Eve event, Council has committed to the delivery of an accessible viewing area. The viewing area will be located in the Bradfield/Mary Booth Reserve vantage place at Milsons Point Wharf.

A representative from Orbit will be present at the AIC meeting to present further information on the measures being taken to ensure the event is safe, accessible and inclusive. The presentation materials being used are available as an attachment to this report.

10.12. New Year's Eve - Introduction of Ticketing Managed Access

AUTHOR	Vikki Woods, SUM Arts, Library, and Events
ENDORSED BY	Duncan Rennie, Acting Director Corporate Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. Case Studies of other Vantage Points [10.12.1 - 3 pages] 2. NYE 2018 - Ticketing Consultation Outcomes - Council Resolution 25.03.19 [10.12.2 - 10 pages]
CSP LINK	<ol style="list-style-type: none"> 5. Our Civic Leadership 5.3 Community is engaged in what Council does

PURPOSE:

The purpose of this report is to seek a decision from Council regarding the potential ticketing of managed vantage points for New Year's Eve (NYE) North Sydney 2025/26, to support full or partial cost recovery of NYE event expenses which have for some years been fully subsidised by Council.

EXECUTIVE SUMMARY:

- The City of Sydney funds a NYE fireworks display which is operationally supported by multiple State and local government agencies. Up to one million people view the fireworks live from the Sydney Harbour foreshore, with many viewing the display from North Sydney.
- Council manages three primary vantage places - Bradfield Park/Mary Booth Reserve, Lavender Bay Parklands (incorporating Clark and Watt Parks and Quibaree Reserve), and Blues Point (incorporating Blues Point and Henry Lawson Reserves).
- Neighbouring Councils and public landowners have ticketed for NYE celebrations in the past; however, it is evident few will be ticketing for 2025/26 NYE.
- This report explores the options for introducing paid ticketing for the 2025/26 event, to either partially or fully recover costs associated with managing the primary vantage points in North Sydney for the NYE fireworks display. All options come with a varying scale of risks and opportunities.

RECOMMENDATION:

1. THAT Council note the contents of this report and considers the options outlining the risks and benefits associated with ticketing the managed vantage points in North Sydney for NYE 2025/26.

2. THAT Council endorse Option 2, which proposes ticketed access to one of North Sydney's three primary vantage points, with the intent to support partial cost recovery of New Years Eve event expenses, which have traditionally been fully subsidised by Council.

Background

The City of Sydney funds a New Year's Eve (NYE) fireworks display which is operationally supported by multiple State and Local Government agencies.

The fireworks display contributes to Sydney's positioning as a global city. Council's NYE responsibilities have grown in line with the event's popularity and status. Historically, Council's primary focus was to manage the event to reduce its impact on residents. In particular, Council has sought to reduce the incidence of violence, property damage, and antisocial behaviour in the foreshore area.

Council provides infrastructure such as toilets and bins for attendees and is responsible for crowd and traffic management, both within the access points and more broadly in the North Sydney CBD. With the introduction of the Metro and increased anti-terrorism needs, responsibility for crowd safety has increased. This has placed greater pressure on Council to implement additional safety strategies including increased Hostile Vehicle Management, security, and traffic management. With these necessary measures comes increased costs.

Council introduced ticketing trials in the COVID-19 pandemic with varied success and this report explores the potential of reintroducing ticketing for the 2025/26 event in order to recoup part or all the increased costs associated with running the event.

Report

Council has several responsibilities for NYE, including:

- crowd and emergency management;
- Hostile Vehicle Mitigation;
- infrastructure such as fencing and crowd-control barriers, toilets, internet, site sheds, power, lighting, water, marquees and other structures, VMS
- waste management
- management of food vendors
- risk management
- proactive management of Cremorne Point and Waverton
- traffic management
- security management

Council officers have consulted with this year's event management contractors to explore the possibility of ticketing the event. To achieve this, additional funding of up to \$200,000 would be required across all three managed sites, to cover associated operating costs and communications with residents. The following headings outline the main considerations and costs associated with planning a ticketing overlay across the three managed sites.

Budget Implications

- **Ticketing Software & Management** - a ticketing company would need to be engaged to facilitate the volume of tickets required to cover the three locations (approximately 27,000 ticketholders in total). This would include pre-production fees, staffing of gates, ticket software and hardware (e.g., scanners), and the potential of additional infrastructure on site to facilitate these teams. The ticket agency fee is generally \$3 per ticket; Gate Managers and scanners for seven hours (5pm to midnight), additional signage, fencing, and furniture.
 - Bradfield Park - 16,000 pax - approx. cost \$77,000 - \$89,000
 - Lavender Bay - 3,000 pax- approx. cost \$14,000 - \$17,000
 - Blues Point - 8,000 pax- approx. cost \$39,000 - \$44,000
 - TOTAL - 27,000 pax- approx. cost \$130,000 - \$150,000
- **Reception Booster** - phone and internet reception decreases during NYE, and as ticket scanners generally require a strong connection to data download, a reception booster such as a Cell-on-Wheels (COW) trailer or satellite internet connection (e.g., Starlink) receiver would be required to support all three managed spaces.
 - All three sites (27,000 pax)- approx. cost \$20,000 - \$40,000
- **Additional Advertising & Communications** – to ensure attendees are aware of the cost.
 - All three sites (27,000 pax)- approx. cost \$10,000.

Operational Risks

- **Crowd Management** - due to the implication that a ticket gives the holder a guaranteed spot within a venue, previous ticketed sites have seen an influx of people arrive very close to show moments (i.e., 9pm or midnight), expecting to go through entry gates swiftly. This can be softened by effective communication to ticket holders leading up to NYE, encouraging them to arrive early so to avoid queues and to secure the best available position within the managed area/s.
- **Reception Drop-Out** - ticket scanners work either via the phone network or a Wi-Fi network, with both generally overloaded at key moments during New Years Eve. This could result in connection issues that would delay entry into venues. This risk can be reduced through the introduction of reception boosters.
- **Ticket scams** - there is always a risk of fake tickets in the online marketplace if purchased via third party vendors, which can take additional time to validate at the gate by staff and can cause emotional distress for attendees. Capacity needs to be built into pre-event briefings and training, for temporary staff or software experts to troubleshoot when issues arise.
- **Ticketing trends** – many other landowners along the Sydney Harbour foreshore who have ticketed in the past (including free or low cost) have stopped doing this and opened sites as free access until capacity is reached. A summary of the attached case studies and other information gathered is as follows:

- City of Sydney
 - During COVID affected NYE, main vantage points were ticketed to help control capacities and maintain social distancing restrictions.
 - Since COVID the City of Sydney has not implemented ticketing at any of their vantage points.
- Botanic Gardens
 - Ticketed most recently for the 2024/25 NYE – tickets ranged from \$45-\$225.
 - Indication is that, after many years of paid ticketing, the Botanic Gardens vantage points will be non-ticketed or managed via free tickets.
- Harbour Trust
 - Sydney Harbour trust manages several open spaces along the Sydney Harbour foreshore, including Cockatoo Island, Macquarie Lightstation, North Head, Woolwich Dock and Parklands, Chowder Bay, and Georges Heights.
 - Most of these sites are not ticketed, with the exception being Cockatoo Island, where visitors need to secure accommodation to access the island for NYE.

Reputational Risks

- **Crowd mentality and behaviour** – ticketing for an event which has been free of charge, could see large numbers of non-ticketholders arriving at the sites, potentially manifesting in unsettled behaviour near entry gates, dissatisfaction voiced to staff on the ground, and/or complaints to Council’s customer service centre. This can be managed by regular, targeted communications in the lead-up to the event, along with well-planned operations, and thorough briefing of staff prior to the event.
- **No elevation of experience for cost** - the ticket price for cost recovery would not allow for additional investment to raise the experience of the event for ticketholders, such as entertainment programming, hospitality (such as licensed bar areas), and nicer facilities (e.g. deluxe temporary bathrooms rather than Portaloo's). This can be partially addressed through clear messaging prior to the event, highlighting the benefits of a ‘guaranteed spot’ and the services that will still be provided in the managed areas.
- **Migration to free-to-access areas** – low-service vantage points such as Cremorne Point might experience a higher influx of visitors, which may mean that there is a requirement for more security, first aid, and infrastructure to make safe. Also, residents directly adjacent to these areas may well be highly impacted. While this is a risk, crowds along Sydney’s foreshore on NYE are traditionally very large, with all possible vantage points typically at capacity.

Options

Three options have been identified for the management of NYE 2025:

- 1) ticketing to achieve full cost recovery;
- 2) partial cost recovery ticketing; and
- 3) continuing with free managed access.

The following options incorporate the three vantage point precincts that Council actively manages: Bradfield Park/Mary Booth Reserve, Lavender Bay Parklands (incorporating Quibaree Reserve, Clark and Watt Parks), and Blues Point Reserve (incorporating Blues Point and Henry Lawson Reserves). The risks and opportunities of each model are summarised in the following table.

Option	Finance/ Resourcing	Risk/Opportunity	Consultation
1. Ticketing to achieve full cost recovery	<p>Budget for NYE is \$1,086,000. Additional costs to introduce ticketing across all 3 sites are approx. \$200k, resulting in a total cost of \$1,286,000.</p> <p>To achieve full cost recovery, 27,000 tickets would need to be sold at approx. \$48 per ticket.</p>	<p>Risk:</p> <ul style="list-style-type: none"> • Negative effect on Council’s reputation due to charging for access which was previously free. • Community objection to charging to access public land. • Limited spaces left for free access to view the fireworks, due to all 3 managed sites being ticketed. • Operational risks as listed in the report. <p>Opportunity:</p> <ul style="list-style-type: none"> • Ticketholders guaranteed a place at one of three vantage points, reducing the need to arrive early, and adding value to ticket price. • Good communication should reduce additional numbers outside of vantage points as non-ticketholders will know there is no chance of entry. • Cost-neutral for Council to manage the 3 vantage sites (assuming all 27,000 tickets are sold). • More resources available to manage Cremorne Point and Waverton sites. • Provides data for TransportNSW to plan for public transport. • Provides opportunity for direct messaging to ticketholders. 	<p>No community consultation required at this stage.</p> <p>A communications strategy including information for Precinct Committees, foreshore residents, and businesses will be developed when a direction and details regarding ticketing for NYE 2025 has been resolved.</p>
2. Partial Cost Recovery Ticketing	This option involves ticketing only the Blues Point managed vantage point, as the premier	<p>Risk:</p> <ul style="list-style-type: none"> • Access within Blues Point vantage site would be restricted from night before. 	No community consultation is required at this stage.

Option	Finance/ Resourcing	Risk/Opportunity	Consultation
	<p>location in North Sydney. 8,000 tickets @ \$50 per ticket, would generate approx. \$400,000.</p> <p>After ~\$95,000 of costs associated with ticketing Blue Points are accounted for, this would leave approx. \$305,000 towards recovering costs associated with infrastructure, supplier costs, and staffing across all managed sites.</p>	<ul style="list-style-type: none"> • Community objection to charging to access public land at the premium location in North Sydney. • Potential ticketholder disappointment with Blues Point site not coming with additional benefits (e.g. entertainment). • Operational risks as listed in the report. <p>Opportunity:</p> <ul style="list-style-type: none"> • Ticketholders guaranteed place at a premium vantage point, reducing the need to arrive early and adding value to ticket cost. • Reduced costs for Council. • Access to a premium viewing location at an affordable cost. • Only ticketing Blues Point still offers 2 other managed vantage points free of charge. • Provides opportunity for direct messaging to ticketholders. • Permits Council to recover some of the costs associated with managing NYE crowds. 	<p>A communications strategy including information for Precinct Committees, foreshore residents, and businesses will be developed when a direction and details regarding ticketing for NYE 2025 has been resolved.</p>
<p>3. Continuing with free managed access</p>	<p>This option involves replicating the delivery of the last two years.</p> <p>Managed access includes fencing the three actively managed vantage points and allowing people to enter the reserves for free until they reach capacity.</p>	<p>Risk</p> <ul style="list-style-type: none"> • Park access restricted from night before. • More people likely to arrive early to ensure entry to vantage point, potentially queuing overnight as seen in 2024. • Potential crowd overflows onto street if people travel to vantage point after it is closed. • Council bears full cost associated with managing the vantage places in North Sydney. <p>Opportunity:</p> <ul style="list-style-type: none"> • More trade for local businesses as people arrive earlier. 	<p>No community consultation required.</p>

Option	Finance/ Resourcing	Risk/Opportunity	Consultation
	People entering have their bags checked for alcohol and dangerous items.	<ul style="list-style-type: none"> • Reserves likely to reach capacity, ensuring maximum audience for Council investment. • Reduced risk of crowd crush at entry points later in the day, as patrons arrive across the day to ensure they can access the Reserve. Aligns with City of Sydney delivery model. 	

Ticketing of North Sydney vantage points for NYE 2025/26 would require careful operational planning, increased resources, and an enhanced communication plan to ensure financial viability of the event and a safe environment for attendees.

Option 2 is recommended, ticketing only Blues Point with an introductory ticket price of \$50 per ticket. Based on 8,000 tickets being sold, this option would contribute to approximately \$400,000 in cost recovery for managing North Sydney NYE vantage points (or net \$305,000 after costs associated with ticketing have been accounted for). Subject to community consultation and feedback following NYE 2025/26, Council could then decide whether to change the ticket price for future NYE managed access, expand or maintain the number of ticketed locations, or return to free-access options for all managed sites.

Consultation requirements

Council has attempted multiple approaches to managing the vantage points over the years, including trialing ticketed vantage points in 2018 and 2019. For the last two years, Council has provided free, managed access.

The attached resolution and associated report from the 25 March 2019 Council meeting summarised the consultation outcomes of the ticketing trial at NYE 2018/19:

Ticketholders were generally very satisfied with the event which indicates ticketing would be viable in the future. However, ticketing reduces income for businesses and takes away previous resident rights to view the fireworks from the reserve without having to pay for or reserve a place.

The Council survey into the principle of ticketing showed there was not majority community support for either paid or free ticketing. If ticketing was to be introduced, the preferred option of the community would be on a full cost recovery basis.

Community consultation (informing) and communication is recommended if a reintroduction of ticketing for the event is endorsed. A communications strategy including information for Council's Precinct Committees, foreshore residents, and businesses will be developed once a direction and details for ticketing NYE 2025 has been resolved.

Financial/Resource Implications

The current budget for NYE is \$1,086,000. To introduce ticketing at Blues Point only, additional costs of approximately \$95,000 would be incurred including contract staff, equipment, and additional communications support. This would result in a total cost of \$1,181,000.

If 8,000 tickets were sold to access Blues Point at \$50 per ticket, this would generate \$400,000 in revenue, reducing Council's net expenditure to manage NYE crowds to circa \$781,000.

Legislation

It is legislated via the Major Events Act that Council has an obligation to cooperate with the Premier's Department and to comply with Ministerial directions regarding road and transport plans.

Case Studies of Other Vantage Points**City of Sydney**

For NYE after COVID-19 lockdowns in 2022, the City of Sydney ticketed their main vantage points in the LGA. This was a result of conversations about maintaining control of capacities and COVID safety due to the 1.5m social distancing restrictions in place at the time. Since that year, the City has not implemented ticketing at their vantage points. The following is an overview of what the process of ticketing those sites entailed.

- **Staffing**
 - RFQ completed for Front of House services, followed by an intensive training pack for how these staff were to communicate with the public as representatives of council. The casual workforce saw many workers unable to attend pre-event briefings, so this had to be fulfilled by the site managers.
 - Some roles filled with Volunteers, however there was already a large volunteer workforce in place through regular City of Sydney operations.
- **Software**
 - Humanitix - software and devices. Troubleshooting support.
Data drop outs on the day caused delays in getting people inside venues. Created further pressure on the gates and queuing systems.
Financial obligation with the software use, on top of sourcing scanners, scanning staff and mobile data across different sites with varying levels of service.
- **Event Day Timings**
 - People travelled into the City later when they held a ticket. Hence, it was harder to determine the capacity of a site and declare it full.
 - It also puts additional pressure on transport services later in the evening which is already pressurised around the 9pm fireworks.
 - On all marketing materials that went out prior to the event across multiple landowners, including The Rocks, Dawes Point and Circular Quay (all free ticketed that year), the messaging was that ticket holders should arrive before 6pm, otherwise their place would be at risk of being turned away due to large crowds and the impact on public safety. This would be difficult to enforce with paid tickets.
- **Tourists that do not plan ahead**
 - Sydney New Year's Eve has three main demographics - families, Sydney locals, and people who are visiting from overseas. It is very common for people who are not familiar with the precedent of their event and its operations to familiarise themselves with the information online, which is why overflow areas and clear communication are important on the night. Having ticketed areas that do not fill completely until very late in the proceedings creates the expectation that there will be room within sites that eventually become available for non-ticket holders. This caused tension in the queues that was difficult to dissipate.
- **Negative response from local ratepayers**
 - In 2022, when free ticketed sites were implemented by the City of Sydney, there was a backlash from local residents in waterfront housing that were not able to guarantee access to their local parks.
- **Public Messaging/Impact on communication across the NYE Footprint about site closures**
 - Not being able to declare a precinct as full has a huge impact on crowd flow and communication from the control centres.

- Difficult to communicate across the board what the capacity is of each. People without tickets can line up for spaces to become available, however making the call to allow people through to fill in for “no shows” was a guessing game.
- Digital ticket booking limitations
 - There was a large amount of feedback from residents and visitors who did not regularly use a computer or were not subscribed to the online newsletters from Council, not fully comprehending the process of booking a ticket for New Year’s Eve. To require local residents to use a digital platform put strain on the Customer Service team, as many of these people were used to printed information about Council events in the form of resident letters.

Royal Botanic Gardens

As of 2023, Royal Botanic Gardens no longer ticket their vantage points with the exception of the Foundation and Friends NYE Picnic, which is a paid ticketed event that takes place on Mare and Foal Lawn and is a fundraising opportunity for the gardens, after Premier Chris Minns announced that all NSW Government owned sites around Sydney’s harbour foreshore would be free to the public for New Years Eve.

- Previously Tarpeian Lawn was ticketed at \$250 per ticket - this included access to bathrooms and food trucks. Now the venue is non-ticketed and has a general hospitality area (including bar) and regular portable toilets.
- Previously First Fleet Steps was ticketed with 5-course meal for \$500 per ticket - including access to VIP toilets and facilities, bar offering, etc. Now the venue is non-ticketed and has a general hospitality area (including bar) and regular portable toilets.
- Previously Mrs Macquarie’s Chair was \$20 per ticket with no additional services provided. This has since been changed to free tickets.

In 2025 mirroring 2024, free managed access will be provided to Bennelong Lawn, Tarpeian Lawn and Mrs Macquarie’s Point (including Fleet Steps).

Landowner Overview 2025

Landowner	Vantage Point Name	Access Type
Transport for NSW	Cahill Expressway	Free Ticketed/Via Ballot
Botanic Gardens of Sydney	Bennelong Lawn	Free Managed Access
Botanic Gardens of Sydney	Tarpeian Lawn	Free Managed Access
Botanic Gardens of Sydney	Mrs Macquarie’s Point (inc Fleet Steps)	Free Managed Access
Botanic Gardens of Sydney	Foundation and Friends NYE Picnic	Paid Ticketed
Placemaking NSW	Campbells Cove	Free Managed Access
Placemaking NSW	Hickson Rd Reserve	Free Managed Access
Placemaking NSW	Dawes Point Park	Free Managed Access
Placemaking NSW	West Circular Quay	Free Managed Access
Placemaking NSW	Wharf 2	Free Managed Access
Placemaking NSW	East Circular Quay	Free Managed Access
Placemaking NSW	The Rocks Central	Free Managed Access
Placemaking NSW	Cockle Bay	Free Managed Access
Placemaking NSW	Barangaroo Reserve	Free Managed Access

Placemaking NSW	Darling Quarter & Tumbalong Park	Free Managed Access
Placemaking NSW	Cumberland St	Free Managed Access
Placemaking NSW	King St Wharf	Free Managed Access
Sydney Opera House	Forecourt	Free ticketed
Sydney Opera House	Ticketed events	Paid Ticketed
NSW National Parks and Wildlife Services	Clark Island	Paid Ticketed
NSW National Parks and Wildlife Services	Goat Island	Paid Ticketed
NSW National Parks and Wildlife Services	Shark Island	Paid Ticketed
Harbour Trust	Cockatoo Island	Paid Ticketed for campers and island guests
Waverley Council	Dudley Page Reserve	Paid Ticketed

**DECISION OF 3717th COUNCIL MEETING
HELD ON MONDAY 25 MARCH 2019**

87. CoS03: New Year's Eve 2018 – Ticketing Consultation Outcomes

Report of Sandra Moore, Manager Communications & Events

At its meeting of 28 May 2018, Council resolved to endorse a trial of ticketing at New Year's Eve (NYE) and requested a further report about options for cost recovery and revenue generating opportunities, together with a community engagement strategy. On 30 July 2018, Council endorsed a strategy to engage the community on the principle of ticketing foreshore sites on NYE.

The community consultation included widespread dissemination of a discussion paper (see Attachment 2), information kiosks at local markets and an online survey. The survey respondents did not support the principle of paid or free ticketing for NYE.

Ticketing was trialled at Blues Point Reserve as per the Council resolutions of 28 May 2018 and 24 September 2018. Verbal and written feedback was also received on the trial from residents and businesses immediately prior to and after the event. This feedback was predominantly negative.

Council also consulted the people who bought tickets to the event via an online survey in January. Overall, ticketholders were satisfied. Key drivers of satisfaction were that the event was well organised, was safe and family friendly, and the tickets were reasonably priced.

This report summarises all the feedback received since October 2018 about NYE in North Sydney, in particular about Blues Point Reserve, and is provided as background information for a report (CoS04) outlining options for managing NYE in the future.

This report is provided for information only, however, it should be noted that any decision to pursue paid or unpaid ticketing will have financial implications for Council.

Recommending:

1. THAT the report on New Year's Eve 2018 – Ticketing Consultation Outcomes be received.

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

The Motion was put and **carried**.

Voting was as follows:

For/Against 10/0

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

RESOLVED:

1. THAT the report on New Year's Eve 2018 – Ticketing Consultation Outcomes be received.



Report to General Manager

Attachments:

1. Pre-NYE 'Have Your Say' Ticketing Survey Comments
2. Pre-NYE Ticketing Consultation Discussion Paper
3. Blues Point Reserve Ticketholder Survey Comments
4. NYE 2018 Community/Council Correspondence (Emails and Letters)

SUBJECT: New Year's Eve 2018 – Ticketing Consultation Outcomes

AUTHOR: Sandra Moore, Manager Communications & Events

ENDORSED BY: Margaret Palmer, Director Corporate Services

EXECUTIVE SUMMARY:

At its meeting of 28 May 2018, Council resolved to endorse a trial of ticketing at New Year's Eve (NYE) and requested a further report about options for cost recovery and revenue generating opportunities, together with a community engagement strategy. On 30 July 2018, Council endorsed a strategy to engage the community on the principle of ticketing foreshore sites on NYE.

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Council also consulted the people who bought tickets to the event via an online survey in January. Overall, ticketholders were satisfied. Key drivers of satisfaction were that the event was well organised, was safe and family friendly, and the tickets were reasonably priced.

This report summarises all the feedback received since October 2018 about NYE in North Sydney, in particular about Blues Point Reserve, and is provided as background information for a report (CoS04) outlining options for managing NYE in the future.

FINANCIAL IMPLICATIONS:

This report is provided for information only, however, it should be noted that any decision to pursue paid or unpaid ticketing will have financial implications for Council.

RECOMMENDATION:

1. **THAT** the report on New Year's Eve 2018 – Ticketing Consultation Outcomes be received.

Report of Sandra Moore, Manager Communications & Events
 Re: NYE 2018 – Ticketing Consultation Outcomes

(2)

LINK TO COMMUNITY STRATEGIC PLAN:

The relationship with the Community Strategic Plan is as follows:

- Direction: 4. Our Social Vitality
- Outcome: 4.2 North Sydney is creative and home to popular events
- Direction: 5. Our Civic Leadership
- Outcome: 5.3 Community is informed and consulted

BACKGROUND:

At its meeting of 28 May 2018, Council resolved:

1. *THAT Council endorse ticketing at Blues Point Reserve for 2018 at a cost set to recover the actual costs of conducting the event on the site.*
2. *THAT Council support the closure of Balls Head Reserve on NYE for 2018.*
3. *THAT a further report be provided to Council outlining options for cost recovery and revenue generating opportunities, together with a community engagement strategy.*

At its meeting of 30 July 2018, Council resolved:

1. *THAT Council endorse the NYE Community Engagement Strategy.*

At its meeting of 24 September 2018, Council resolved:

1. *THAT Council support partial cost recovery for the trial of ticketing at Blues Point Reserve for 2018 at the cost of \$40 for adults, \$20 for children (plus booking fee) and infants 0 to 2 free.*
2. *THAT the review of the ticketing trial at Blues Point Reserve include a review of the cost models and feedback from the community consultation.*

At its meeting of 24 October 2018, Council resolved:

1. *THAT Council open Balls Head Reserve to the public this New Years Eve.*
2. *THAT the post NYE report make specific reference to Balls Head Reserve.*

At its meeting of 29 January 2019, Council resolved:

1. *THAT Council acknowledges the difficulties encountered with paid ticketing in Blues Point Reserve on NYE 2018.*
2. *THAT Council's Events staff prepare a report to Council on the 2018 NYE Event and address alternative options of managing crowds at Blues Point Reserve for future NYE events.*

Report of Sandra Moore, Manager Communications & Events
 Re: NYE 2018 – Ticketing Consultation Outcomes

(3)

This report outlines the results of all consultation regarding ticketing, including:

- Council’s pre-NYE community ticketing survey;
- a survey of Blues Point Reserve NYE ticketholders after the event;
- correspondence received from residents prior to and post NYE.

A review of cost models and options for the future, as resolved at the 29 January 2019 meeting, is included in CoS04: NYE 2018 and Options for NYE 2019.

DETAIL:

1. Pre-NYE Ticketing Consultation

Ticketing of vantage points within the North Sydney Council area for NYE is considered to be a high impact, LGA wide project. The community was informed of the proposed ticketing trial through a variety of sources and given an opportunity to provide feedback.

A discussion paper was prepared and a shortened version of this was included in North Sydney News (Council’s community newsletter) which is distributed to all residents and businesses within the LGA. Information was also disseminated through the following channels: Council’s website, a media release, e-newsletters, social media, advertisements, letters to Precincts and other stakeholder groups, community noticeboards and information kiosks at local markets.

The community was invited to have their say through the Engagement HQ section of Council’s website or by emailing or writing to Council. In total, 451 people visited the project page on Council’s website and 205 completed the online survey.

Paid Ticketing

Paid ticketing was supported by 42% of respondents, with 49% of respondents opposed to it and 8% not sure (NB: this number does not add to 100% due to rounding).

The main reasons given for not supporting paid ticketing were equity concerns and the unfair impact on ratepayers. Typical comments were:

- “The land belongs to all of Sydney and everyone has the right to enjoy it not just the wealthy.”
- “Why should those of us who live in the LGA and pay rates have to pay again to have access to local facilities.”

The main reasons for supporting paid ticketing were that it would alleviate the cost burden to Council of managing NYE and the expected improvements to crowd control that ticketing would facilitate. Typical comments were:

- “The large costs of running the event for people mostly outside of the council area should not come from ratepayers.”
- “Keeps numbers safe, controls anti-social behavior and makes it safe for all to attend.”

Free Ticketing

There was slightly more support for free ticketing (43% of respondents), however, 40% did not

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Re: NYE 2018 – Ticketing Consultation Outcomes

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support free ticketing and 13% were unsure.

The main reason for supporting free ticketing was the anticipated improvement in crowd control. Typical comments included:

- “It will help control the numbers but doesn’t give preference to the wealthy.”
- “It is a better way to maintain numbers than to just encourage an 8am rush and leave most people wondering if they will find the area already at capacity.”

There were a variety of reasons why people did not support free ticketing, including growing regulation and the additional cost burden to Council. Comments included:

- “Don’t like constraints we keep adding to society.”
- “Free ticketing will do nothing to help manage the event and simply be another cost to the council. What issues in previous years have happened that a ticketing system would solve? The answer is none.”

Respondents were asked what model they would prefer if Council were to ticket NYE. The most preferred model was for no ticketing, followed by ticketing on a full cost recovery basis. The responses were:

MODEL	% preferred
No ticketing (access to the foreshore should be free and Council should cover costs associated with NYE)	38
Cost recovery (the price is set to cover all costs to Council of managing NYE)	27
Profitable (the price is set to cover costs and raise some money towards events at other times of the year)	11
Subsidised (the price is set to offset some of the costs to Council if managing NYE)	9
Minor (the ticket covers the cost of implementing the ticket system only)	7
Mixed (the price is set at different levels for different parks and reserves)	7
Not sure	1

Some respondents queried why ticketing was being considered at all. Comments included:

- *“The NYE event has progressively become safer and more family friendly over the years. I see no need for ticketing at all.”*

2. Survey of Ticket Holders

Ticketing was trialed at Blues Point Reserve in 2018, with 4,500 tickets allocated for sale. While Blues Point Reserve previously had a capacity of 15,000, this was reduced by the Metro works site, then further reduced to allow more space for ticketholders as would be expected at a paid event. Tickets were \$40 for adults, \$20 for children 2 to 15 years and free for children under two years.

An email was sent to all ticketholders after the event inviting them to provide feedback; 244 completed the survey. On this sample size, with a confidence level of 95%, the margin of error

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 Re: NYE 2018 – Ticketing Consultation Outcomes

(5)

is plus or minus 6%.

Only a quarter of respondents had attended Blues Point Reserve on NYE in the past. The two main reasons respondents chose to attend the Blues Point Reserve event in 2018 were that they wanted a guaranteed space (43%) and they considered it a great vantage point to see the fireworks (37%).

Three quarters of respondents (76%) were satisfied with the event and 14% were neutral. Some of the key reasons for satisfaction included:

- View of fireworks – described as perfect, awesome, excellent.
- Organisation of the event – described as well planned, well managed, staff very helpful and friendly.
- Family friendly – described as safe, comfortable, child friendly, no drunks.

Only 9% of ticketholders were dissatisfied. The main reasons for dissatisfaction were:

- Rain – respondents felt Council should have provided shelters, free ponchos/umbrellas and notified them it was going to rain, although many recognised that the weather was out of Council's control.
- Transport – some people waited two to three hours to get on a train home, although again, many recognised that transport was not Council's responsibility.
- Tents/seats – many people brought sunshades and chairs, despite instructions not to, and this was perceived to not be adequately managed.

When asked how they would rate the event in terms of value for money, the majority (70%) rated it above average or excellent, 19% rated it average and 11% rated it below average or poor.

There were mixed views on some aspects of the event, which were expressed in the open ended comment section of the survey. The majority considered the site not overly crowded, however, some considered the site too crowded. Similarly, many considered the entertainment to be excellent and the food good value, but some thought there was not enough entertainment for the ticket price and the food options were too limited and over-priced.

The majority (69%) said they were extremely or very likely to attend a ticketed event at Blues Point Reserve again, while 16% were neutral. Of the 15% who said they would not attend again, many commented that this was because they were from overseas or interstate and not expecting to return to Sydney for future New Years Eves.

A number of respondents made suggestions for improvements, including broadcasting music during the fireworks, enforcing advertised prohibitions of sunshades and seating, having alcohol available for sale on site, and increasing the range of entertainment and food available.

3. Emails to Council Pre and Post NYE

A number of people wrote to Council about ticketing at Blues Point Reserve, addressing either the principle of ticketing, their experience as ticketholders or as residents of Blues Point. It is not known whether the correspondents also contributed to the online community and ticketholder surveys.

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Council received emails/letters from 34 people about NYE 2018. Of these, the majority related to arrangements at Blues Point Reserve, comprising two compliments and 21 complaints. It is understood that the Mayor engaged directly with residents and businesses about NYE in Blues Point Reserve and that additional feedback was provided directly to the Mayor.

The following summary relates to feedback referred to Council staff for comment or response. This feedback has come through emails, letters, Council's online comments form and telephone.

The positive comments related primarily to the staff and event arrangements, and to the benefit for residents of the controlled crowd numbers. The negative comments related to the positioning of toilets, event planning and the ticketholder queue, use of chairs and tents, access to the reserve for Sails Restaurant guests, security, exclusivity of ticketing, unnecessary control, loss of business for McMahons Point businesses, and the SRV.

Table 1: Negative Feedback

Complaints – Blues Point Reserve	Comment
Residents did not know tickets were to be sold.	A flyer was distributed to residents in McMahons Point who were given a week's notice to purchase tickets before the tickets went on sale to the general public. No marketing was undertaken for a further two weeks to give residents time to purchase tickets in advance.
Tickets were bought and on-sold by travel agencies.	There is no cost-effective way for Council to control this – tickets to events around the world are regularly purchased and on-sold at inflated prices by agencies and individuals.
The event introduced queuing.	There have been no queues outside the reserve on previous years because people were able to enter (i.e. queue) in the reserve. By 30 December 2017, there were 300 tents in the reserve and by 8am on 31 December 2017, there were more than 2000 people. In recent years, Council has received numerous complaints from residents about the campers. Ticketing did not introduce queueing, but rather changed the complaint about people in the reserve two days before the event to people outside the reserve on the day of the event.
There were no toilets for the queue outside French Street.	Event staff did not expect people who had paid for a ticket to arrive more than four hours before the advertised start of the event.
Queueing was a health risk / 'inhumane'.	Portable toilets, a coffee/water/ice-cream van and first aid were available for early arrivers. There was no need or requirement for ticketholders to queue – they did so at their own discretion.
Ticketholders were not permitted to enter the reserve until 4pm.	The event site needs to be proactively managed from the time ticketholders enter the site. Council had arranged for suppliers and event staff to arrive and be inducted between 3pm and 4pm. As a reference, no other ticketed site in Sydney opens eight to ten hours before the event.
Residents were not able to access the reserve for free to watch the fireworks.	Free entry for some people creates resentment among paying customers. If residents are to be given free access to a paid event, they would need to be given an allocation in advance and not be able to wander in off the street.

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Re: NYE 2018 – Ticketing Consultation Outcomes

(7)

Complaints – Blues Point Reserve	Comment
Local business owners lost business.	There was insufficient information provided to business owners about the 2018 changes in the lead up to NYE. Future changes to NYE arrangements will be communicated more extensively.
Event catering opportunities should be offered to local business owners first.	Council advertises for food stalls/trucks before each event and all local businesses are welcome to apply, however, most do not as they do not have the capacity or necessary equipment.
McMahons Point has not had a problem with alcohol in the past – it did not need to be ticketed.	McMahons Point was chosen for the trial because it is the smaller of the two Managed Access sites within the North Sydney LGA and the Metro construction site was already reducing the capacity of the reserve. Previous community concerns in McMahons Point have included people defecating and urinating in small reserves and residents' gardens, climbing on roofs for a view and using drugs in the street. There were no complaints about antisocial behavior for NYE 2018.
Sails Restaurant guests unable to access reserve to watch the fireworks.	Arrangements were discussed with Sails prior to the event and this was not mentioned. Sails patrons were still able to access the area directly in front of the restaurant but the view was affected by fencing. Reserve access was provided for the midnight fireworks after Sails notified event officers of the issue.
Early closure of Blues Point Reserve unnecessary.	In recent years there has been up to 300 tents in the reserve by 30 December. The early closure in 2018 was chosen to provide time to move people on if required. The messaging and signage was effective and a later closure would have been possible.
Reserve not properly litter picked after the event.	Referred to Parks Department for further cleaning.
No enforcement of chairs/tents/alcohol prohibited rules.	How and who can enforce rules needs further consideration and planning for all NYE sites as this was also a concern at Bradfield Park.
The entry at French Street looked like a 'disaster zone'.	NSW Police are responsible for crowd control and the SES and other emergency vehicles were part of the Police safety strategy.
No parking on Blues Point Road/road closures were inconvenient for residents.	This did not change from 2017.
Site shed and generator places outside a residential property.	The site shed and generator were moved into the reserve.
Generator noise caused distress.	Generator in that position has not previously been a concern. Resident did not complain on the day or notify event staff that it was an issue. The generator is required to power the site shed, lighting, etc., but could have been turned off for some periods of the day.

Report of Sandra Moore, Manager Communications & Events
Re: NYE 2018 – Ticketing Consultation Outcomes

(8)

Complaints – Blues Point Reserve	Comment
Toilets outside residential property.	Toilets were provided for the queue on Blues Point Road and unable to be moved. Lack of toilets for the queue outside French Street was noted as a concern by residents.
Changes to NYE for 2018 were not communicated sufficiently.	Notification was provided through letters, a booklet and meetings with the local Precinct. The comment is noted; more communication will be done for businesses to advise them of Council's decision for NYE 2019.

There were no complaints about antisocial behavior.

There were three complaints about security guards and three relating to medical matters. As the matters relate to individuals, they have not been included in the report for privacy reasons.

None of the complaints has been substantiated.

Table 2: Positive Feedback

Compliments
Easier for guests; wouldn't change a thing; communication with residents was excellent and not defensive; neighbours felt the same.
No rubbish in street gardens; plants not trampled; changes well notified.
Evening was an overwhelming success; crowd control was outstanding.
Event was superbly organised; ticketing could potentially be extended to restaurants to increase patronage that way.

Discussion:

1. Ticketholders

Overall, ticketholders were very satisfied with the experience. The Blues Point NYE 2018 event was one of the cheapest paid ticketed sites on the foreshore and offered good value for money. The majority of complaints related to matters beyond Council's control – in particular the weather and train delays.

2. Residents

The majority of residents did not support ticketing in the pre-event online survey and feedback after the event. Many residents made it clear they did not believe they should have to pay for entry to a reserve when they already pay rates to maintain it. Many of those who did support ticketing believed the event should be free to residents of the LGA. Feedback after the event was critical of many aspects of the event's organisation but this was not mirrored in the feedback of the ticketholders.

The resident response was not unexpected. Managed Access has an enormous impact on McMahons Point residents which was previously offset by access to the reserve to view the fireworks. However, residents who had previously been negatively affected by the crowd were supportive of the change.

Report of Sandra Moore, Manager Communications & Events
Re: NYE 2018 – Ticketing Consultation Outcomes

(9)

3. Businesses

McMahons Point businesses had significantly fewer customers as a result of reduced numbers in the reserve and reduced numbers waiting at the Managed Access gate for potential entry. This feedback was provided to Council verbally.

4. Comparison with Previous Years

In the past few years, the primary complaint from McMahons Point residents has been the behaviour of crowds, including people urinating and defecating on their property or throwing litter into their gardens. There were also complaints about the number of people camping in Blues Point Reserve prior to the event. In 2018, there were no complaints about antisocial behaviour or campers.

Summary:

Ticketholders were generally very satisfied with the event which indicates ticketing would be viable in the future. However, ticketing reduces income for businesses and takes away previous resident rights to view the fireworks from the reserve without having to pay for or reserve a place.

The Council survey into the principle of ticketing showed there was not majority community support for either paid or free ticketing. If ticketing was to be introduced, the preferred option of the community would be on a full cost recovery basis.

NYE 2025 - Access & Inclusion

North Sydney Council

ORBIT & **SITE
SPECIFIC
EVENTS**

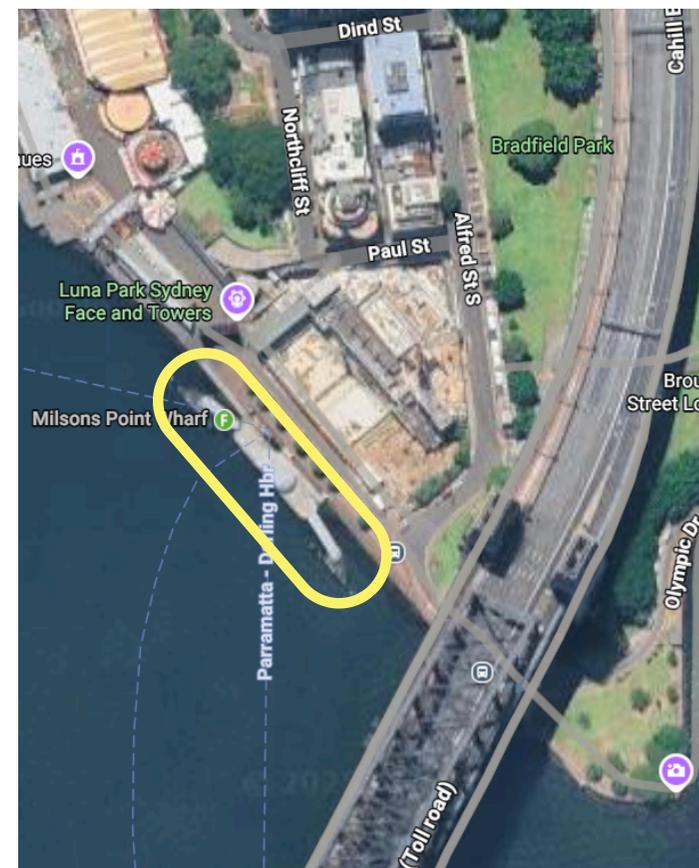
Key updates for 2025 NYE:

- Dedicated accessible viewing area on Milsons Point Wharf (part of Bradfield/Mary Booth vantage point site)
- Accessible transport services
- Visual story produced for all sites, and for accessible viewing area
- Quiet tent, led by Aspect/Autism Spectrum Australia
- Training for all staff/security in access & inclusion



Viewing Area at Milsons Point Wharf

- Dedicated accessible viewing area for 150 pax (capacity TBC)
- Area open from 3pm to 1am (TBC)
- Prime viewing spot, includes multiple ramped pathways
- Dedicated site manager + team for area
- Ticketed, free registration - wristbands mailed to attendees in advance
- Facilities to include accessible toilets, seating, water station, quiet tent
- Section reserved for Guide Dogs NSW team + clients
- Signage on site to indicate accessible services, entry point etc



Transport Services

- Ferry direct to & from Milsons Pt Wharf
 - Details tbc, working through with TfNSW & Transdev. Aiming to have ferry service depart from a location where guests can park and board the ferry
 - Timing approx 3pm and 1am (due to harbour exclusion zone)
- Access to Milsons Point Station
 - reduces walking distance to Bradfield Park
 - allows flexibility of arrival + departure times for guests
- Golf Buggy service to Milsons Point station - TBC if possible
 - pending traffic + crowd management consultation
- Accessible pick up & drop off zone near Bradfield - pending traffic management
- Transport services to be accessed using wristbands (mailed to attendees in advance)



Visual Story

- To be written in collaboration with Aspect/Autism Spectrum Australia
- Template will be purchased so North Sydney Council can create visual stories for all other events in the year
- Visual story to provide details for all vantage points, and for those attending the accessible viewing area
- Visual story to also be produced as tiles to share on social media
- Dedicated NYE access & inclusion page on council website
- Website & public comms copy to be reviewed by Aspect to ensure accessibility

Symbols I will see in this Visual Story

The AM has low, medium and high sensory areas. These are indicated on the AM Map.

Sensory symbols

If I have sensory sensitivities, I can bring items that help me to feel comfortable and relaxed, like:

		
Noise reducing headphones	Hat or sunglasses	Stimming or fidget toy or device

These symbols will help me prepare for spaces that might have bright lights, smells, loud sounds or be very visual.

			
bright lights	smells	loud sounds	visual

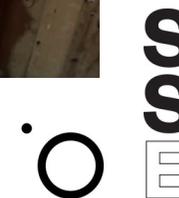
These symbols represent the following general information that can be found on various levels of the Museum

				
information	tickets	lift	toilets	



Quiet Tent

- Located within accessible viewing area at Milsons Point Wharf
- Led on site by Aspect/Autism Spectrum Australia, supplemented by event staff
- To include soft seating, water, stim toys, headphones/ear plugs, low lighting



A&I Training

- Access & Inclusion included in all staff and security training and inductions
- Hidden disabilities sunflower program to be included in training + incorporated at all managed vantage points
- Signage on site to promote access & inclusion, and educate attendees (what to do if you see someone in distress, what the sunflower means etc)





hello@orbit.company

5.4. Disability Inclusion Action Plan- Project Plan and Stakeholder Engagement Plan

AUTHOR	George Carrick, Access and Inclusion Committee
ENDORSED BY	Marcelo Occhiuzzi, Director Planning and Environment
ATTACHMENTS	NSC DIAP 2026-2030 Project Plan 2026-2030 DIAP Community Engagement Strategy
CSP LINK	Outcome 2 – A connected and socially inclusive community where everyone is valued S3. Nurture a shared sense of belonging where everyone’s voice is heard and people feel they are valued

PURPOSE:

The purpose of this report is to inform the Access and Inclusion Committee of the draft project plan and draft community engagement plan for the development of the Disability Inclusion Action Plan 2026-2030.

EXECUTIVE SUMMARY:

- The plan period for Council’s current Disability Inclusion Action Plan 2022-2026 ends in mid-2026.
- North Sydney Council is required under the NSW Disability Inclusion Act 2014, to develop and implement a new four-year DIAP.
- Council is committed to ensuring that its Disability Inclusion Action Plan 2026-2030 (DIAP) is co-designed in collaboration with people with disability.
- The Access and Inclusion Committee is Council’s primary stakeholder in the development of the DIAP.
- The attached draft Project Plan and draft Community Engagement Plan outline key considerations for the DIAP’s development, including objectives, risks, benefits, strategic context, stakeholders, actions and deliverables.
- Council is seeking input and feedback from the Access and Inclusion Committee on the attached plans to ensure the development of the DIAP is created by and for people with disability.

RECOMMENDATION:

- 1. THAT** the Access and Inclusion Committee provide input and feedback on the attached plans to ensure the development of the DIAP is created by and for people with disability.
- 2. THAT** a special meeting of the Access and Inclusion Committee be scheduled on a date prior to 12 September 2025, to ensure the committee has adequate time to discuss and consider the attached plans.

Background

North Sydney Council values the significant contributions that people with disability make to our community and is committed to fostering an inclusive, equitable and accessible local government area for all. The upcoming preparation of the Disability Inclusion Action Plan (DIAP) 2026-2030, will establish Council's priorities and actions, to reduce barriers and support greater participation of people with disability across all aspects of community life.

The DIAP is a statutory requirement under the NSW Disability Inclusion Act 2014, which mandates that all public sector agencies, including local councils, develop and implement a DIAP every four years. The Act aligns with the principles of the United Nations Convention of the Rights of Persons with Disabilities (UNCRPD) and aims to promote community inclusion by identifying and removing barriers to access and participation.

Building on Council's ongoing access and inclusion efforts, as outlined in Council's current DIAP, the 2026-2030 plan will reflect Council's strategic commitment to human rights, equity, and universal design. Development of the plan will be informed by extensive engagement with people living with disability, their families and carers, local service providers, staff and community members. It is also proposed to align with Council's Community Strategic Plan and other key policies and plans to ensure inclusion is embedded across services, infrastructure, and organisational culture.

Project Objectives

The primary objective of the DIAP is to establish a clear and achievable roadmap to enhance access, inclusion and participation for people living with disability across all aspects of community life and Council operations. The DIAP will identify practical, measurable actions that embed inclusive design, equitable service delivery, and foster cultural change across the organisation. The plan will aim to strengthen Council's capacity to remove barriers and support the full social and civic participation of people living with disability in our community.

To guide the development of the DIAP, the following objectives have been established:

1. To publicly affirm Council's commitment to accessibility and inclusion within the North Sydney LGA, promoting equal rights for all.
2. To clearly communicate the vision for inclusion in North Sydney to Council staff, elected officials, stakeholders and the broader community.
3. To ensure alignment with the principles and legislative requirements outlined in relevant legislation and Council's Community Strategic Plan.
4. To specify the actions that North Sydney Council will undertake to facilitate access to mainstream services for people with disability.
5. To provide a framework for meaningful engagement with stakeholders, including the disability community, Council staff, service providers, and to develop real, impactful solutions for inclusion.
6. To establish mechanisms for the ongoing assessment and monitoring of the plan's actions to ensure accountability and continuous improvement.

Guiding Principles

The development of the DIAP will be grounded in a commitment to co-design with people living with disability, building on existing engagement mechanisms such as Council's Access and Inclusion Committee. The process will be accessible, intersectional, and evidenced based, informed by community input, legislative obligations and best practice. Council staff implementing the Plan will work towards whole-of-Council ownership, transparent decision making, and alignment with its broader strategic objectives.

The following principles will guide the development of the DIAP:

1. Co-Design with People with Disability: the DIAP will be developed with, not for people living with disability. Lived experience will be embedded at all stages through engagement and collaboration.
2. Rights Based and Aligned with the Social Model of Disability: The DIAP will be grounded in the UNCRPD and will recognise that barriers for people living with disability are created by society - not by impairments.
3. Accessibility and Inclusion: Engagement activities, communications, venues and processes will be designed to be accessible to all people.
4. Whole of Council Responsibility: Disability inclusion is not the responsibility of one team - it is a whole of Council commitment. All service units must be actively involved in shaping and delivering the DIAP.
5. Accountability and Transparency: Clear roles, timeframes and measures of success will be defined for each action. Council will publicly report on progress and remain accountable to the community.
6. Continuous Improvement: The DIAP will include mechanisms for monitoring, review and adaptation, to ensure it remains relevant, responsive and effective over its lifespan.
7. Intersectionality: The DIAP will recognise that people living with disability have diverse identities and experiences - including gender, culture, age and sexuality- and will aim to respond to multiple and overlapping forms of discrimination.

Report

Attached to this report are two documents:

1. The DIAP Project Plan
2. The DIAP Community Engagement Plan

Each of these documents is intended to support the development of the DIAP and align with the objectives and guiding principles outlined above. This report provides a summary and additional context to each of these documents. More detail is included in the attached documents.

DIAP Project Plan

The attached DIAP Project Plan outlines the proposed pathway to the development of the DIAP. Under the proposed plan, a finalised DIAP, including community exhibition and adoption by Council, will be completed by 30 June 2026. The plan considers benefits, risk analysis and mitigation, strategic context, scale, timeline, stakeholders, key actions and deliverables.

Some actions outlined in the project plan have already been implemented. These actions include:

- The establishment of an internal working group.
- The provision of disability confidence training to the internal working group members and other key internal stakeholders.
- The appointment of the Director, Planning and Environment as the Executive Sponsor of the DIAP.
- The development of a Stakeholder Engagement Plan (see below).

Council is seeking feedback and input from the Access and Inclusion Committee to ensure the DIAP Project Plan aligns with the stated objectives and guiding principles of the DIAP development.

DIAP Stakeholder Engagement Plan

The attached DIAP Stakeholder Engagement Plan outlines the proposed ways in which Council will engage with the community in the development of the DIAP. The plan outlines the steps that Council will take to fulfil its commitment to ensuring that its DIAP is co-designed in collaboration with people with disability.

Under the proposed plan, stakeholder engagement would occur in two stages:

Stage 1: Local Community Needs and Issues.

Stage 2: Public exhibition of a draft Disability Inclusion Action Plan 2026-2030.

Stage 1 will take place from September 2025 to November 2025, while Stage 2 will take place in March 2026.

Council is seeking feedback and input from the Access and Inclusion Committee to ensure the DIAP Stakeholder Engagement Plan aligns with the stated objectives and guiding principles of the DIAP development and fulfils its commitment to ensuring that its DIAP is co-designed in collaboration with people with disability.

Opportunities for Further Feedback and Discussion

The Access and Inclusion Committee meeting on 26 August in which this report will be presented contains four other significant agenda items, each of which will require adequate time for discussion. The resulting time constraints may result in insufficient time to effectively discuss the plans and receive feedback and input from the AIC.

It is recommended to hold a special meeting of the Access and Inclusion Committee at an agreed upon date and time prior to Friday 12 September, that will be dedicated to discussion of the DIAP and the supporting plans. The meeting would particularly support the timeline outlined in the Stakeholder Engagement Plan, which proposes a commencement of engagement in September 2025.



PROJECT PLAN

Disability Inclusion Action Plan 2026-2030

1. PROJECT DESCRIPTION

North Sydney Council's Disability Inclusion Action Plan

2. REASONS FOR THE PROJECT

1. Legislative compliance with the NSW Disability Inclusion Act 2014 and other applicable legislation (e.g. UNCRPD, DDA 1992)
2. Commitment to advancing human rights and equity for people with disability
3. Need for a strategic and coordinated approach to access and inclusion across council services, infrastructure, events and programs
4. Building on the current DIAP's achievements and responding to feedback from people with lived experience
5. Fulfilling obligations under the IP&R

3. PROJECT OBJECTIVES

What	Objective
1	To provide a public statement of the commitment to accessibility and inclusion in North Sydney LGA to promote equal rights for all
2	To communicate the vision for inclusion in North Sydney, for NSC staff, elected officials, stakeholders and the broader community
3	To ensure the principles and legislative requirements outlined in relevant legislation and Council's Community Strategic Plan
4	To outline the specific actions NSC will take to facilitate access to mainstream services for people with disability, with some level of adaptation or adjustment
5	To provide a vehicle to engage with the internal and external disability community to bring to life real solutions for better inclusion
6	To include the assessment and monitoring of actions within the plan

4. Guiding Principles

What	Objective
1	Co-Design with People with Disability: the DIAP will be developed <i>with</i> not <i>for</i> people with disability. Lived experience will be embedded at all stages through engagement and collaboration
2	Rights Based and Aligned with the Social Model of Disability: The plan will be grounded in the UNCRPD and will recognise that barriers for people with disability are created by society- not by impairments.
3	Accessibility and Inclusion: Engagement activities, communications, venues and processes will be designed to be accessible to all people.
4	Whole of Council Responsibility: Disability Inclusion is not the responsibility of one team- it is a whole of Council commitment. All service units must be actively involved in shaping and delivering the DIAP
5	Accountability and Transparency: Clear roles, timeframes and measures of success will be defined for each action. Council will publicly report on progress and remain accountable to the community
6	Continuous Improvement: The DIAP will include mechanisms for monitoring, review and adaptation, to ensure it remains relevant, responsive and effective over its lifespan
7	Intersectionality: The DIAP will recognise that people with disability have diverse identities and experiences- including gender, culture, age and sexuality- and will aim to respond to multiple and overlapping forms of discrimination

5. EXPECTED BENEFITS

Financial	Non-Financial
<ul style="list-style-type: none"> - Cost efficiencies through proactive planning (e.g. reducing retrofitting costs) - Potential access to state and federal funding grants for inclusion projects - Better procurement outcomes through inclusive and accessible design requirements - Reduced risk of legal liability through better compliance with access requirements 	<ul style="list-style-type: none"> - Improved access to Council services, spaces and information - Increased participation of people with disability in community life - Enhanced reputation and leadership in access and inclusion at the local government level - Stronger community cohesion and reduced social isolation - Staff capability uplift through training and exposure to inclusive practice

6. MAJOR RISK FACTORS

7. MAJOR RISK FACTORS

Risk ID	Risk Description	Likelihood	Impact	Rating	Mitigation Strategies
R1	Insufficient engagement with people with disabilities and carers, leading to a plan that does not reflect lived experience	Medium	High	High	<ul style="list-style-type: none"> -Develop a comprehensive and accessible consultation strategy -Partner with local disability organisations and advocates and the NS AIC -Promote through trusted networks and social media
R2	Lack of internal staff engagement or ownership of DIAP actions	Medium	Medium	Medium	<ul style="list-style-type: none"> -Establish and support an Internal Working Group, preferably involving staff with lived experience with disability -Ensure department representative co-develop actions -Provide disability awareness training to staff and IWC and explain staff roles in inclusion -Secure ELT sponsorship and visible support
R3	Inadequate resourcing (staff/time/budget) to implement key actions	Medium	High	High	<ul style="list-style-type: none"> -Review and align DIAP with key Council planning documents -Prioritise actions over a 4 year period -Seek external funding where possible -Integrate actions into business plans and budgets
R4	Poor alignment with strategic documents (e.g. CSP, DP/OP)	Low	High	Medium	<ul style="list-style-type: none"> -Review and align DIAP with key Council planning documents -Ensure DIAP actions are embedded in annual service unit plans -Involve strategy/governance staff in reviews
R5	Community backlash or misunderstanding of DIAP purpose	Low	Medium	Low	<ul style="list-style-type: none"> -Communicate clearly and positively about the DIAP -Focus on inclusion as a benefit for all -Use inclusive and strengths based messaging -Ensure Councillor support and community ambassadors
R6	Failure to meet legislative obligations under the Disability Inclusion Act 2014 (NSW)	Low	High	Medium	<ul style="list-style-type: none"> -Seek feedback and input from the Department of Communities and Justice -Reference the Act's four key focus areas -Use DCJ DIAP guidelines and checklist -Conduct internal review before final submission
R7	Lack of monitoring or evaluation of DIAP actions, reducing accountability	Medium	Medium	Medium	<ul style="list-style-type: none"> -Establish clear implementation and reporting framework -Report progress annually in Operational Plan reports -Include annual review checkpoints -Establish a staff DIAP working group to support the implementation of action items throughout the plan period
R8	Key staff turnover during development or implementation phase	Medium	Medium	Medium	<ul style="list-style-type: none"> -Document processes and decisions -Store DIAP records in shared systems -Ensure more than one staff member is briefed on project background -Develop a handover plan if needed

8. STRATEGIC CONTEXT – PROJECT DRIVERS

<input checked="" type="checkbox"/> Community Strategic Plan	<input type="checkbox"/> Delivery Program	<input type="checkbox"/> Environment Strategy
<input checked="" type="checkbox"/> Social Inclusion Strategy	<input type="checkbox"/> Council Resolution	<input type="checkbox"/> Business Improvement
<input checked="" type="checkbox"/> Other (provide details): NSW Disability Inclusion Act 2014, UNCRPD, DDA 1992		
<input type="checkbox"/> Specific Action(s)		

9. PROJECT TEAM STRUCTURE

Project Lead	Project Team	Role
Marcelo Occhiuzzi	Executive Team	Executive Sponsor
MaryAnn Beregi	Councillors	Council Sponsor
Gabrielle Rennard	Internal Working Group	Community Manager
George Carrick	Internal Working Group	Access and Inclusion Coordinator
People and Culture Manager	Internal Working Group	People and Culture Representative
Communications Manager	Internal Working Group	Communications Representative
Strategic Planning Team Lead	Internal Working Group	Staff rep- planning, strategy
Governance Manager	Internal Working Group	Staff rep- governance
Capital Projects and Asset Manager	Internal Working Group	Staff rep- capital works and asset management
Arts Library and Events Manager	Internal Working Group	Staff rep- events, arts, library
Trades and Fleets Services Officer	Internal Working Group	Staff rep- facilities

10. Additional Resourcing/Support

Resource	Description
Strategic Planning Team	Alignment with CSP and OP
Community Engagement Officer	Support with community and stakeholder engagement
Communications Officer	Support with comms and information sharing
People and Culture Officer	Support with staff engagement and internal working groups
Events Officer	Support with launch events
Governance Officer	Support with establishment of review and monitoring framework
ELT	Support with strategic guidance and leadership
Australian Disability Network	Provision of disability confidence training for working group/ELT

II. KEY INTERNAL STAKEHOLDERS

Stakeholder (s)	Purpose
Councillors	<ul style="list-style-type: none"> - Provide civic leadership and advocacy, championing the DIAP publicly - Review and endorse the DIAP - Support implementation through informed decision making - Promote awareness and inclusion across all Council initiatives, events and services
ELT	<ul style="list-style-type: none"> - Provide strategic oversight and leadership to guide the development and implementation of the DIAP - Ensure alignment with Council's strategic priorities - Authorise resources and support to enable effective project delivery - Champion organisation wide commitment to disability inclusion - Monitor project progress and risk - Support a culture of inclusion and accessibility - Endorse the draft and final DIAP
Internal Working Group	<ul style="list-style-type: none"> - Provide cross-departmental input to ensure DIAP reflects all areas of Council operations and services - Collaborate on identifying barriers and opportunities for improving access and inclusion in their respective work areas and develop realistic and measurable actions aligned with DIAP priority areas - Support stakeholder and community engagement - Promote alignment between the DIAP and other key Council strategies, policies and plans - Champion inclusive practices within their teams and support culture change across the organisation - Build internal capacity and understanding of disability inclusion principles and legislative requirements
Access and Inclusion Committee	<ul style="list-style-type: none"> - Advise on lived experience perspectives to ensure the DIAP reflects the needs and priorities of people with disability - Provide feedback on consultation strategies, draft actions and priorities - Act as community ambassadors - Identify local barriers and opportunities - Support co-design principles - Helping to review, refine and monitor the implementation of actions
Council Staff	<ul style="list-style-type: none"> - Contribute operational knowledge and expertise to inform DIAP actions and then implement DIAP actions relevant to their roles and responsibilities - Participate in training and engagement activities

	<ul style="list-style-type: none"> - Collaborate across departments to embed access and inclusion into everyday business processes and project planning - Support reporting on progress and outcomes
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12. KEY EXTERNAL STAKEHOLDERS

Stakeholder (s)	Purpose
People with Disability	<ul style="list-style-type: none"> - Provide lived experience insights to ensure the DIAP reflects real world needs, challenges and aspirations - Participate in co-design and consultation to identify barriers and priority areas - Review and provide feedback during public exhibition - Hold Council accountable by monitoring progress and advocating for follow through
Local Disability Organisations	<ul style="list-style-type: none"> - Provide specialist knowledge on disability rights, accessibility standards and inclusive practice - Support engagement by facilitating participation of their clients and members in consultations - Collaborate in action planning, particularly where shared service delivery or partnership opportunities exist - Promote DIAP within their networks - Help ensure the DIAP reflects the diversity of disability experiences, including intersectional needs
Department of Communities and Justice	<ul style="list-style-type: none"> - Provide policy and legislative guidance - Support alignment with state level strategies - Offer funding and resource support - Review and provide feedback on draft DIAP (if submitted for review)
Broader community and residents	<ul style="list-style-type: none"> - Support a more inclusive community culture by promoting positive attitudes and behaviours - Participate in consultation process - Recognise the value of accessibility and inclusion beyond disability specific needs- for parents, older people, etc. - Adapt their own practices (e.g. businesses supporting improved physical access or service approaches)

13. INDICATOR OF COMMUNITY PARTICIPATION

<input checked="" type="checkbox"/> Level 1 (High -LGA Wide)	<input type="checkbox"/> Level 2 (Medium - Local)	<input type="checkbox"/> Level 3 (Low)	<input type="checkbox"/> No Community Engagement
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14. KEY ACTIONS & DELIVERABLES

Project Actions	Project Deliverables	Timeframe
<p>Project initiation and planning</p> <ul style="list-style-type: none"> - Establish executive sponsor and internal working group (IWG) - Prepare risk register and mitigation strategy - Set up internal communication and document management (e.g. shared drive/folder) 	<p>Project Planning and Initiation</p> <ul style="list-style-type: none"> - ToR/scoping documents developed for internal working group and Council/ELT sponsors - Internal working group members (IWG), ELT/Council sponsors commenced and briefed - Confirmed project plan and timeline - Stakeholder engagement strategy developed 	June-July 2025
<p>Internal Engagement and Capacity Building</p> <ul style="list-style-type: none"> - Conduct inception meeting of internal stakeholder group - Conduct disability confidence training for IWG, ELT, Council - Conduct staff disability survey - Conduct access and inclusion SWOT analysis (or similar), including review of current DIAP 	<p>Internal Engagement and Capacity Building</p> <ul style="list-style-type: none"> - Inception meeting completed - Complete disability confidence training for IWG, ELT, Council - Complete SWOT analysis report, including feedback gathered from staff survey and identified carry-over items from current DIAP 	July-September 2025
<p>Community and Stakeholder Engagement</p> <ul style="list-style-type: none"> - Design, promote and implement multi-channel community engagement campaign - Conduct accessible focus groups, online surveys, interview and pop-ups - Support intersectionality by engaging with people with disability from diverse backgrounds - Use accessible formats with engagement materials 	<p>Community and Stakeholder Engagement</p> <ul style="list-style-type: none"> - Engagement and promotional materials developed - Engagement report developed with themes, barriers, community priorities - Accessible and inclusive engagement compliance checklist developed 	September-November 2025
<p>Drafting the DIAP</p> <ul style="list-style-type: none"> - Translate consultation findings into goals and actions - Collaborate with IWG and relevant staff to shape practical and funded actions - Develop a draft monitoring and evaluation framework and working group 	<p>Drafting the DIAP</p> <ul style="list-style-type: none"> - First draft DIAP with actions under each of the four NSW priority areas - Internal review and feedback summary - Draft evaluation plan and baseline measures - ELT and/or Council adopt draft DIAP and approve public exhibition 	November 2025-February 2026
<p>Public Exhibition and Revision</p>	<p>Public Exhibition and Revision</p> <ul style="list-style-type: none"> - Public exhibition report 	February-April 2026

<ul style="list-style-type: none"> - Put draft DIAP on public exhibition (at least 28 days) - Provide accessible versions and feedback channels - Host community information sessions and feedback workshops 	<ul style="list-style-type: none"> - Collated feedback and Council responses - Final revised DIAP for adoption 	
<p>Council Endorsement and Launch</p> <ul style="list-style-type: none"> - Present DIAP to Council for formal adoption - Develop communication strategy for community launch - Host official launch event with stakeholders 	<p>Council Endorsement and Launch</p> <ul style="list-style-type: none"> - Adopted DIAP 2026-2030 - Media release, webpage update, community announcement - Launch event comms and summary 	April-May 2026
<p>Implementation</p> <ul style="list-style-type: none"> - Assign SUMs/Team Leads to deliver specific actions - Incorporate DIAP actions into annual delivery plans - Schedule regular check ins with SUMs/Team Leads and Council Executive 	<p>Implementation</p> <ul style="list-style-type: none"> - Annual action plans - Service unit work plans developed and Pulse reporting obligations implemented - Internal reporting templates developed 	July 2026- July 2030

15. EVALUATION

Objective	Measure
Produce annual DIAP progress reports to Council and community	Annual DIAP progress report (2027,2028,2029,3030)
Conduct a mid term review (2028) with community re-engagement	Mid term review report (2028)
Evaluate outcomes and lessons learned by end of plan (2030)	Final impact evaluation and recommendations (2030)

Disability Inclusion Action Plan 2026-2030

DRAFT Community Engagement Plan



1. Background

Community Engagement

Local Councils are required under the *Local Government Act 1993* to inform the community of issues that potentially affect their way of life. North Sydney Council is committed both in principle and in practice, to engaging on matters affecting the community.

Disability Inclusion Action Plan

Contemporary expectations are that people with disability will live and participate equitably and as independently as possible, engaging in the decisions that will affect their lives, with supportive social networks and other services where needed. Where eligible, people may be supported through the National Disability Insurance Scheme (NDIS).

Overarching policies that provide a framework that support the rights, opportunities and value of people living with a disability to be upheld and supported includes:

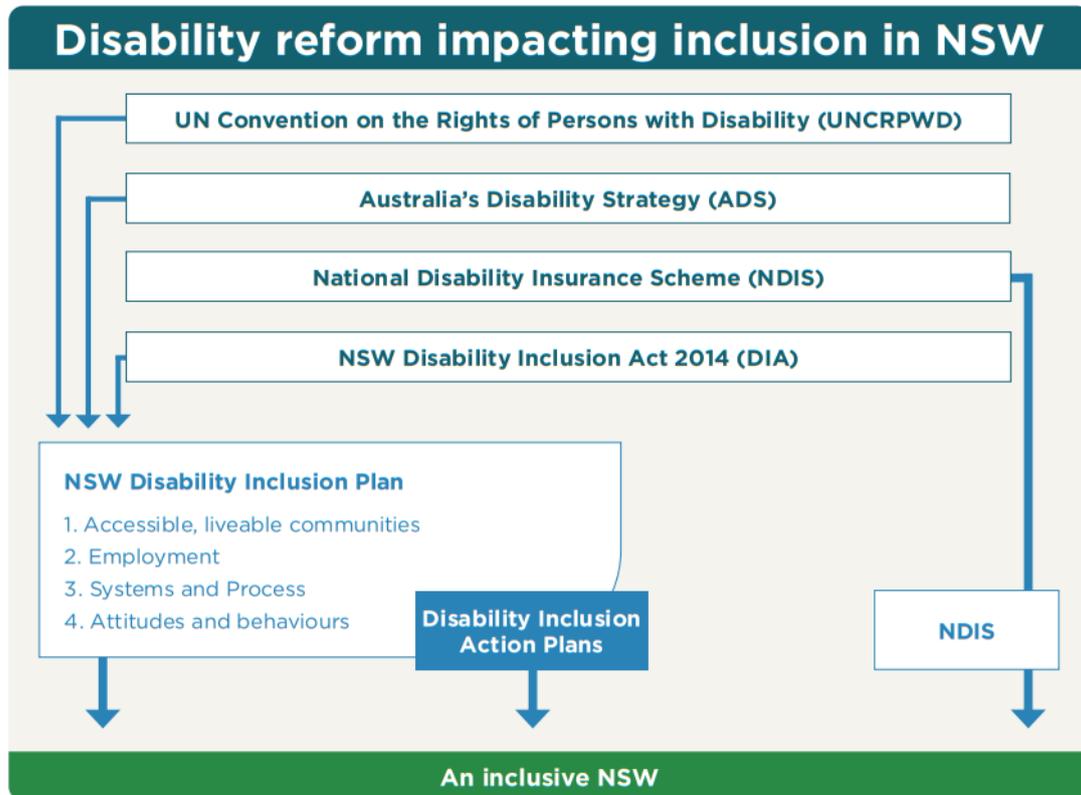
- United Nations Convention on the Rights of Persons with Disability
- Australian Disability Strategy 2021-2031 and
- Disability Discrimination Act 2014.

At the State level, the Disability Inclusion Act 2014 (the Act) requires the NSW Government to develop a four-year State Disability Inclusion Action Plan (DIAP) to guide how the whole government works towards the inclusion in the community of people with disability and how it improves access to mainstream services and community facilities. DIAP's demonstrate a commitment by governments to improve access to services, facilities and jobs and are categorised under four key areas;

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to mainstream services through better systems and processes.

The Act also requires NSW Government departments and local governments to develop a DIAP every four years, reporting on progress annually in their Annual Report.

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Source: NSW Disability Inclusion Action Planning Guidelines

2. Purpose of plan

The purpose of this Community Engagement Plan is to outline the ways stakeholders can be involved in the decision-making process regarding the development of the North Sydney Council Disability Inclusion Action Plan (DIAP) 2026-2030.

The development of a specific community engagement plan for the development of the DIAP recognises that people living with disability often face significant barriers in accessing community engagement, that result in their voices not being effectively heard or considered. This plan will outline how Council intends to engage with people with disability, and the broader community.

The engagement will be conducted in two stages:

Stage 1: Local community needs and issues

Stage 2: Public exhibition of a draft Disability Inclusion Action Plan 2026-2030

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3. Principles

This engagement is guided by the following principles:



4. Community Engagement Approach

This plan has been developed in compliance with North Sydney Council's (Council) Community Engagement Strategy 2025-2029 (CES), as well as the International Standard for Public Participation (IAP2) Australasia Quality Assurance Standard.

This engagement is defined as medium impact. This means that the project will have a noticeable effect on a specific section of the community and may influence how they access or experience Council services or facilities

This engagement is defined as medium complexity. This means the project involves multiple stakeholders and considerations but can be managed within standard Council processes and timeframes.

4.1 Who are our community stakeholders?

This consultation will garner the vision, opinions and ideas on what Council can do to facilitate access and inclusion, awareness and responses for people with disability. It will identify what is needed and preferred by people with disability to make their community more liveable, desirable, serviced and safe.

The process is intended to be educative for those involved, and the Council, facilitating shared discussion and vision. Selected staff from Council may want to observe the qualitative methods used as part of this engagement to build their understanding of the needs and preferences of people with disability and the desired community and service contexts.

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The new DIAP will be strongly informed by what people with disability have to say. They have the lived experience and insight that will give this DIAP credibility. They can help identify where things work, and where they don't, and possible actions that will make for a more inclusive community for people with disability as equal members of the community.

Stakeholder Group	Who is in the group?	Specific considerations
People with disability	People with disability who live, work study or visit the LGA. This includes: <ul style="list-style-type: none"> - Neurodevelopmental disorders - Physical disabilities - Acquired Brain Injury (ABI) - Vision impairment - Hearing impairment - Deafblind (dual sensory) - Speech language impairment - Psychosocial disability - Developmental delay 	The DIAP will have direct implications for the health and wellbeing of people with disability. This group will require multiple, accessible forms of engagement to effectively participate in a context that is safe, inclusive and accessible.
Access and Inclusion Committee	The Access and Inclusion Committee is an advisory body to Council comprised of local residents with lived experience with disability	Council's Access and Inclusion Committee will be primary stakeholders in the development of the DIAP. This group will require multiple, accessible forms of engagement to effectively participate in a context that is safe, inclusive and accessible.
Family members and carers of people with disability	Family members and carers of people with disability who provide formal or informal support	The DIAP will have direct implications for the health and wellbeing of family and carers of people with disability. This group will require support and dedicated engagement pathways to effectively participate
Council staff	Diverse representation of people employed by North Sydney Council, both those with and without a disability	The DIAP will have direct implications for Council staff- particularly staff members with a disability. Additionally, Council leaders,

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		policy drivers and decision makers will be responsible for the implementation of the DIAP. Council staff should receive dedicated engagement pathways.
Service providers	Providers who provide necessary services to people with disability and the broader community	Service providers have a direct interest in their clients/members and will require support and dedicated engagement pathways to effectively participate
CALD groups and individuals	CALD groups or individuals who live, work or visit the LGA and have intersectional disability identities	CALD community members will require the option to have information presented in their preferred language and engage in a culturally appropriate context
Indigenous groups and individuals	Indigenous groups or individuals who live, work or visit the LGA and have intersectional disability identities	Indigenous community members may require the option to engage in a context that is culturally safe, inclusive and accessible
LGBTQIA+ groups and individuals	LGBTQIA+ groups or individuals who live, work, study or visit the LGA and have intersectional disability identities	LGBTQIA+ community members may require the option to engage in a context that is safe, inclusive and accessible
Residents/general community	The residents and visitors to North Sydney who form the North Sydney community	Access and inclusion impacts everybody and therefore, the broader community should be involved in the development of the DIAP
Precinct Committees	Precinct committee groups that engage with Council	These committees have a direct interest in their members/residents and therefore need to be engaged in the development of the DIAP
Business Community	Business community as integral to employment, economy and providing necessary services to people with disability and the broader community	Access and inclusion impacts everybody and the business community should be

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		involved in the development of the DIAP
Councillors	Councillors as local leaders and custodians responsible for oversight of public policy, infrastructure and resourcing	Councillors have a direct responsibility to all constituents of the LGA to ensure access, equity and inclusion across the public domain

4.2 Levels of Engagement

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the figure below. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public participation goal	Provide balanced and objective information to assist the community in understanding the issues, problem, alternatives, opportunities and/or solutions.	Obtain community feedback on issues, analysis, alternatives and decisions being considered by Council.	Work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Partner with communities in each aspect of the decision including the development of alternatives and the identification of a preferred solution.	Place final decision making in the hands of the public.
Promise to the community	Council will keep stakeholders informed.	Council will keep our stakeholders informed, listen to and acknowledge aspirations, concerns and issues.	Council will work with our stakeholders to ensure that concerns and aspirations are directly reflected in decisions made.	Council will look to our stakeholders for direct advice and innovation and incorporate this in Council decisions to the maximum extent possible.	Council will implement what you decide.
Typical engagement methods	<ul style="list-style-type: none"> • Council news & e-newsletters • Factsheets/flyers/posters • Media releases • Noticeboards/digital displays • Social media • Site notice • Website • Written notice/letters 	<ul style="list-style-type: none"> • Public exhibitions • Surveys • YourSay online consultations 	<ul style="list-style-type: none"> • Drop-in sessions • Forums • Interactive maps • Pop-up event stalls • Roundtables • Workshops 	<ul style="list-style-type: none"> • Council advisory groups & committees • Precinct Committees • Stakeholder focus groups & interviews 	<ul style="list-style-type: none"> • Co-design sessions • Deliberative processes • Working groups

In considering the level of engagement required by the plan, regard has been given to the NSW Disability Inclusion Action Planning Guidelines (the Guidelines). The Guidelines state that:

“Consultation should be approached as a process of co-design and collaboration with staff and communities, rather than an information briefing. For consultation and engagement to be truly collaborative, it must commence at the beginning of the development process, with multiple opportunities for involvement and a commitment to informing all participants of the progress and outcomes of each consultation occasion.”

To meet the requirements outlined in the Guidelines, a “collaborate” level would need to be undertaken. However, this level of engagement is only required for people with disability. For

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other stakeholder groups- e.g. service providers, Precinct committees and residents/community members- Council need only to undertake consultation at the “inform” and “consult” level.

As a result, this community engagement plan is drafted to meet the collaborate level of engagement for people with disability and the family and carers of people with disability. This means that Council will partner with people with disability in each aspect of the decision making, including the development of alternatives and the identification of a preferred solution.

This community engagement plan is also drafted to meet the inform and consult level for all other stakeholder groups. This means that Council will provide these groups with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution and to obtain the public’s feedback on analysis and alternatives.

4.3 Engagement Objectives

The objectives of this community engagement process are:

1. To ensure people with disability, families, carers and support workers can join in easily with no barriers to access
2. To ensure people with different disabilities, ages, cultures, and backgrounds are included, especially those who aren’t heard often
3. To ensure stakeholder group awareness of Council’s two stage community engagement campaign and encourage participation
4. To help the community understand the role of local government in supporting people with disability
5. To build community understanding of how Council’s Disability Inclusion Action Plan 2026-2030 can enhance its projects, assets, events and services to better support people with disability
6. To ensure that people with disability collaborate with Council to co-create the DIAP
7. Council clearly explains what the engagement is for, how feedback will be used, and people will be kept updated on the outcome
8. Community feedback helps set clear priorities and actions for the DIAP
9. The process helps people feel more confident to participate and get involved in the future
10. Council will collect information to show how many people took part, how inclusive we were and what was achieved

5. Engagement Process

5.1 Stage 1: Local Community Needs and Issues

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5.1.1: Survey Engagement and Focus Groups/other engagement methods

The first stage of community engagement will include a survey for the stakeholder groups requiring inform and consult levels of engagement. This stage of engagement will also include targeted focus groups with Council's Access and Inclusion Committee, people with disability, carers, family members and service providers to collaboratively identify community needs and issues

Council will seek support from the Access and Inclusion Committee to answer the following questions:

1. How can Council's engagement methods be made as inclusive and accessible as possible?
2. What information should Council be attempting to capture through this engagement?
3. What survey questions would best achieve this goal?
4. How should Council structure its focus groups and other direct engagement methods to best engage with people with disability, carers and family members?
5. Which groups or individuals should Council attempt to engage with?
6. Which service providers, advocacy groups or peak bodies should Council attempt to engage with?

5.1.2 Awareness and Information Provision

This will include the development and distribution of information to meet the community engagement objectives outlined in this plan

5.1.3 Key Communication Messages

Messaging will clearly address:

- Council's legislative requirement to develop a four year Disability Inclusion Action Plan
- Council's commitment to building a strong community that is inclusive of people with disability through its DIAP.
- What actions have been achieved to date through Council's current DIAP
- Council's commitment to building on actions it has already undertaken from its previous DIAP to improve the inclusion of people with disability.
- The DIAP will address the structural and attitudinal barriers that prevent people with disability from having equal access to information, places, services, transport, housing, education, training, employment, and social opportunities.
- Stakeholder input is critical and interested stakeholders will be provided two opportunities to participate.
 - o The first phase involves gathering up-to-date information on local needs and issues. This information will help guide Council to develop actions that address

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these priorities. Council will use a range of engagement methods to seek input from key stakeholders including people with disability.

- The second phase will involve the public exhibition of the draft Strategy during which time stakeholders will be encouraged to provide feedback

Any community communications and collateral will also include:

- How community members can seek further information or have their questions answered
- How community members can provide their feedback during each stage of engagement
- What to expect after each community engagement stage is completed

5.2 Public Exhibition of a Draft Disability Inclusion Action Plan 2026-2030

5.2.1 Information Provision

Council will exhibit the draft Disability Inclusion Action Plan 2026-2030 (DIAP). The DIAP will include proposed action items that Council will achieve in the plan period, relating to the four focus areas outlined in the NSW Disability Inclusion Plan. These focus areas are:

- Liveable communities
- Attitudes and behaviours
- Employment
- Systems and processes

5.2.2 Key Communication Messages

The messaging will clearly address:

- How community members can seek further information or have their questions answered
- How community members can provide their feedback during each stage of engagement
- What to expect after each community engagement stage is completed

In addition, Council is seeking input and feedback from the Access and Inclusion Committee in the following areas:

- How should Council communicate to the community and people with disability about the development of the DIAP?

A detailed set of frequently asked questions (FAQs) and their responses will be developed for each stage of engagement. While every effort is made to ensure that there is a complete list of FAQs at the start of each engagement period, these questions will be regularly reviewed and updated throughout the engagement process.

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6. Engagement Methods

The proposed mechanisms to be used for this two-stage engagement campaign are outlined in the table below.

Mechanism	Level of consultation	Recommended under CES	Reach (stakeholder groups)	Stage
Web page (Your Say North Sydney)	Inform	Essential	Engagement platform that can provide a wide range of information and house the online engagement survey	1 & 2
Fact sheet	Inform	Essential	Provide information to support each stage of the engagement	1 & 2
Media release/s	Inform	Desirable	Provide information on engagement and outcomes & mitigate misinformation	1
Information displays	Inform	Desirable	Unmanned displays in key locations (e.g. libraries) to provide information including details of where to go if they have questions	1
e-newsletter	Inform	Essential	Inform subscribers of Council's multiple e-newsletters	1 & 2
North Sydney News (print publication)	Inform	Desirable	Delivered to Council residents	1 & 2
Targeted emails and fact sheets to community groups	Inform	Essential	Provide information on proposal/consultation specific to their client groups and how to participate with ability to forward on to their members/networks	1 & 2
Social media	Inform	Essential	Followers of Council's Facebook, Instagram and LinkedIn. Council's YouTube can be used for	1 & 2

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			live streaming as required.	
Combined Precinct Committee	Inform and consult	Essential	A session with the combined Precinct Committee	1 & 2
Forum- People with disability (face to face)	Inform, consult and collaborate	Essential	Face to face forums with people with disability with multiple forms of engagement provided (e.g. AUSLAN Interpretation)	1 & 2
Forum- People with disability (online)	Inform, consult and collaborate	Essential	Online forums with people with disability to optimise reach and encourage attendance	1 & 2
Forum- Service providers (online)	Inform and consult	Essential	Online forums with service providers to optimise reach	1
Access and Inclusion Committee meeting	Inform, consult and collaborate	Essential	Council staff present, answer questions and capture feedback	1 & 2
Targeted interviews of people with disability	Inform, consult and collaborate	Essential	Council staff present, answer questions and capture feedback	1
Public online survey	Inform and consult	Essential	Open to all to capture in depth feedback on the DIAP	1 & 2
Signage at key community locations (library, community centres, Home library service, noticeboards, shopping centres)	Inform	Desirable	Signage in key locations (e.g. libraries) to provide information including details of where to go if they have questions	1
Pop up stalls at Community Centres, Greenway and other key events and locations	Inform	Desirable	Pop up in key locations (e.g. libraries) to provide information including details of where to go if they have questions	1

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Direct letter/email to people with disability	Inform	Essential	Provide information on proposal/consultation and how to participate with ability to forward on to their members/networks	1 & 2
Information to Councils various data bases, networks and volunteers			Provide information on proposal/consultation specific to their client groups and how to participate with ability to forward on to their members/networks	

7. Timetable

The proposed community engagement is expected to run in two stages. Stage one will run for 3 months commencing 8 September - 31 October 2025st. Stage two will run for 5 weeks commencing on 2 March - 10 April 2026 .

Stage 1- Local Needs and Issues	Timing (indicative)
1. Survey and communication collateral preparation	August
2. Public exhibition and consultation	September-October
3. Submission Analysis	November
4. Report to Access and Inclusion Committee	December
Stage 2- Public Exhibition	Timing
5. Survey and communication collateral production	January-February
6. Public exhibition / consultation	March
7. Submission analysis	April
8. Report to Council	May

8. Measures of Success

During the consultation process, the level of engagement will be monitored by Council's Communications and Engagement team and the Access and Inclusion Coordinator. Any proposed adjustments to the plan will be approved by the Access and Inclusion Coordinator before implementation.

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Proposed evaluation methods include:

- Participation rates: Track the number of participants across various engagement activities and demographic groups
- Diversity and Inclusion: Monitor representation from people with disability, non-English speakers, youth, seniors, and marginalised groups
- Communications metrics: Monitor and evaluate awareness and engagement rates across all channels and adjust tactics accordingly
- Self Report Feedback: Gather feedback from attendees of in person and online forums and interviews

9. Roles and Responsibilities

Role	Responsibility
Council's communications and engagement team	<ul style="list-style-type: none"> - Develop and distribute assets including digital, graphic, video, print etc - Publish and release materials in line with this community engagement plan, including internal communications - Gather community feedback and provide to consultant for analysis - Respond to community enquiries in person at stalls/forums and via correspondence
Access and Inclusion Coordinator	<ul style="list-style-type: none"> - Develop community engagement surveys for stage one and two - Develop the background papers and other collateral - Analyse findings from surveys - Prepare report on community engagement outcomes - Present at community face to face sessions and respond to community enquiries at stalls/forums and via correspondence - Gather community feedback
Manager, Community Resilience & Sustainability	<ul style="list-style-type: none"> - Approve community engagement plan - Attend community face to face sessions
DIAP Executive Sponsor	<ul style="list-style-type: none"> - Approve community engagement plan

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5.5. Let's Talk: Services and Infrastructure

AUTHOR	George Carrick, Access and Inclusion Coordinator
ENDORSED BY	Marcelo Occhiuzzi, Director Planning and Environment
ATTACHMENTS	Let's Talk- Assets and Infrastructure Fact Sheet
CSP LINK	<p>Outcome 2 – A connected and socially inclusive community where everyone is valued S2. Provide new and improved public and community spaces for people to meet and connect</p> <p>Outcome 3 – An active community with space for everyone to exercise and enjoy the outdoors O3. Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversity</p>

PURPOSE:

The purpose of this report is to provide background and context of the current 'Let's Talk- Services and Infrastructure' community engagement, Council is currently undertaking.

EXECUTIVE SUMMARY:

- Since 2020, Council has been facing significant financial pressures which have significantly impacted its long-term financial sustainability.
- In 2024, Council carried out a community engagement campaign to better inform and articulate the community's vision for the future.
- Based on the outcomes of the community engagement campaign and assessment of Council's financial sustainability, Council submitted an application to the Independent Pricing and Regulatory Tribunal (IPART) seeking an increase in annual rate revenue.
- IPART declined the application in full, recommending that Council undertake further consultation with the community, to better understand expectations around service levels and infrastructure condition, and to explore alternatives to a rate increase.
- Council has recently commenced the 'Let's Talk- Services and Infrastructure' community engagement project to help inform Council of the community's service and infrastructure level expectations and assist Council to determine how this community feedback impacts on Council's long term financial planning.
- Council is engaging with the Access and Inclusion Committee as part of this engagement process.

RECOMMENDATION:

1. THAT the Access and Inclusion Committee consider the current 'Let's Talk- Services and Infrastructure' Council engagement process and provide input and feedback on the levels and types of services and standard of infrastructure maintenance that Council should prioritise to support a connected, active and inclusive community.

2. THAT the Access and Inclusion Committee share the 'Let's Talk- Services and Infrastructure' engagement resources with their communities and encourage others to provide input.

Background

In 2024, Council carried out a comprehensive community engagement campaign called '*The Next Ten Years*' to better understand and help to articulate the community's vision for the future. Through this process, Council explored both current and emerging challenges and opportunities and identified a series of actions to help bring those aspirations to life.

Regrettably, since 2020, Council has been facing increasing financial pressures that have significantly affected its long-term financial sustainability - and with it, the lack of ability to fully support and deliver on the community's vision. Whilst the funding of the North Sydney Olympic Pool has played a role in this, a much bigger and systemic financial concern is the historic lack of investment in Council's physical infrastructure renewal and maintenance.

In February 2025, Council submitted an application to the Independent Pricing and Regulatory Tribunal (IPART) seeking an increase in annual rates revenue. The aim of this application was to strengthen Council's financial position to ensure local services and infrastructure could be maintained, renewed and enhanced- supporting a connected, active and inclusive community.

IPART acknowledged that Council's financial position was weak. However, in response to community feedback, IPART declined the application in full. Instead, it recommended that Council undertake further consultation with the community to better understand expectations around service levels and infrastructure condition, and to explore alternatives to a rate increase.

This consultation responds to that recommendation. Its purpose is to gain a deeper understanding of community priorities, expectations, and willingness to pay for preferred levels of service and standards of infrastructure performance and maintenance. The feedback gathered will help inform updated financial modelling and rating options. Any future proposal to change rates would be subject to additional community consultation later in the year.

Report

The attached 'Let's Talk- Assets and Infrastructure Fact Sheet' provides further information relating to the scale and scope of the assets and infrastructure, that Council develops and maintains. Further information on the services and infrastructure being considered in this consultation can be found on the North Sydney YourSay Page: [North Sydney Council | Let's Build a Stronger Future Together](#)

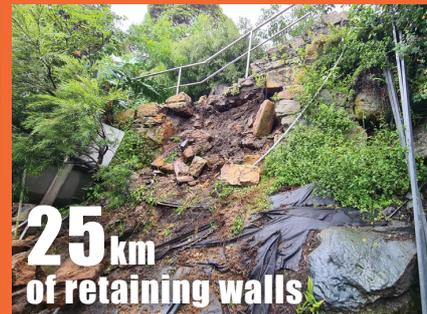
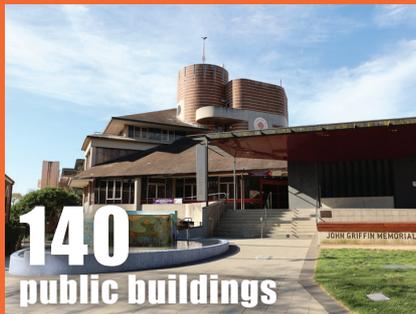
To achieve Council's goal of building a connected, active and inclusive community, it is essential to directly engage with people with disability to understand and address the barriers they face and the supports they need. To that end, Council is seeking the input of the Access and Inclusion Committee.



let's talk...

ASSETS and INFRASTRUCTURE

Everyday 72,900 residents, 15,100 businesses and 80,000 workers rely on the \$1.6 billion worth of assets and infrastructure managed by North Sydney Council. This includes:



These assets are more than just concrete and steel. They connect our community through roads, bicycle paths and walkways; support active lifestyles with parks, open spaces and sports fields; and protect our environment with stormwater systems and seawalls.

They've served us well, but after decades of use many require renewal to remain safe, accessible and useful.

Have your say WE WANT TO HEAR FROM YOU

Your feedback will help shape how we care for the infrastructure that supports our community every day.



Let's talk about the condition of our assets and infrastructure

Many of North Sydney's public facilities - like parks, roads and community buildings - were built over 50 years ago. While Council's review shows many assets are still in good shape, **\$146 million worth are already considered to be in poor or very poor condition.**

35%
of bus shelters

20%
of buildings

11%
of stormwater
drains

6%
of footpaths and
pavements

Ageing assets affect us all

It's easy to support fixing things that are broken. But it's harder to see what we might lose if we don't plan ahead.

WHERE WE ARE NOW



Ageing shelters leave you waiting in the rain

WHERE WE WANT TO BE



Newer shelters keep you dry and safe



Outdated equipment limits play and connection



Modern, accessible spaces bring families together



Uneven surfaces slow you down and feel unsafe



Road improvements ensure smoother, safer travel

Have your say WE WANT TO HEAR FROM YOU

Your feedback will help shape how we care for the infrastructure that supports our community every day.



6. General Business

7. Closure