

END OF TERM REPORT 2017

A progress report on the North Sydney
Community Strategic Plan 2013-2023

progressive *vibrant* diverse



Produced by
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End of Term Report 2017 is available on the
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End of Term Report 2017 was compiled by
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Acknowledgement

North Sydney Council acknowledges the
Guringai Tribe and Cammeraygal Clan as the
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Shaping a progressive, diverse and vibrant North Sydney Community - **Vision**

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Executive Summary

In 2013 we developed the North Sydney Community Strategic Plan 2013-2023, the community's vision for North Sydney in 2023. It guides us to help reach this destination and these reports document our progress along the journey. By measuring our progress, the better we will understand and be able to answer the question: "How is North Sydney going?"

This 2017 End of Term Report provides a summary of performance over the last five years.

Achieving the targets we set

Most North Sydney residents are satisfied with Council's performance with overall satisfaction amongst residents at 84%.

There has been success in decreasing energy use and greenhouse gas emissions.

Most residents think North Sydney is a safe place to live in and overall recorded rates of crime have fallen.

Unemployment rates in North Sydney are low.

Median family income continues to increase. Community connectedness remains high, with 75% of residents having a sense of community within their neighbourhood.

North Sydney has good levels of physical

activity and continues to have a high overall level of health.

A low proportion of children developmentally vulnerable.

There has been a marked improvement in the satisfaction with the maintenance of local roads and footpaths.

Currently, 89% of residents say they are satisfied with the maintenance of parks, ovals and bushland areas.

Air and water quality have improved over the past five years.

Waste to landfill per person is decreasing.

The 2017 End of Term Report also includes some notable changes since the last report in 2012. Highlights include a significant increase in resident satisfaction with the maintenance of local roads and footpaths; land use and quality of development and Council's communications and community engagement processes. Council's financial performance is strong.

Where we can do better

Home affordability continues to be of concern.

North Sydney CBD has dropped its ranking against other major commercial centres.

There has been a drop in recycling per person; water use is increasing; the number of pedestrian injuries has increased.

Less than half of the community are aware of the Community Strategic Plan.

Parking provision and traffic flow are not as seen as satisfactory.

Many contributors make achieving the vision possible

North Sydney Council is just one of the many contributors to progressing the community's vision. Positive collaborations are greatly valued in directly contributing to the achievement of the Community Strategic Plan's outcomes. They will also underlie future progress. We encourage organisations and individuals across North Sydney to seek out partnership opportunities where possible.

The following is a summary of performance against the Community Strategic Plan Directions.

Direction 1: Our Living Environment

Our Living Environment has **improved** over the past four years.

30 indicators measure progress towards Our Living Environment.

Of the 20 indicators that can be assessed:

- **12** are making progress towards, or have achieved the 2016 target/trend; and
- **3** did not meet the desired target/trend but not significantly; and
- **4** are not making progress towards the 2016 target; and
- **1** shows no change.

Please refer to the chapter summary for further information.

Direction 2: Our Built Environment

Our Built Environment has **declined, but not significantly** over the past four years.

28 indicators measure progress towards Our Built Environment.

Of the 16 indicators that can be assessed:

- **7** are making progress towards, or have achieved the 2016 target/trend; and
- **4** did not meet the desired target/trend but not significantly; and
- **4** are not making progress towards the 2016 target; and
- **1** shows no change.

Please refer to the chapter summary for further information.

Direction 3: Our Economic Vitality

Our Economic Vitality has **improved** over the past four years.

10 indicators measure progress towards Our Economic Vitality.

Of the 4 indicators that can be assessed:

- **2** are making progress towards, or have achieved the 2016 target/trend; and
- **1** did not meet the desired target/trend but not significantly; and
- **1** is not making progress towards the 2016 target.

Please refer to the chapter summary for further information.

Direction 4: Our Social Vitality

Our Social Vitality has **improved** over the past four years.

32 indicators measure progress towards Our Social Vitality.

Of the 20 indicators that can be assessed:

- **12** are making progress towards, or have achieved the 2016 target; and
- **2** did not meet the desired target but not significantly; and

- **4** are not making progress towards the 2016 target; and
- **2** show no change.

Please refer to the chapter summary for further information.

Direction 5: Our Civic Leadership

Our Civic Leadership has **improved** over the past four years.

24 indicators measure progress towards Our Civic Leadership.

Of the 17 indicators that can be assessed:

- **13** are making progress towards, or have achieved the 2016 target; and
- **1** did not meet the desired target but not significantly; and
- **2** are not making progress towards the 2016 target; and
- **1** shows no change.

Please refer to the chapter summary for further information.

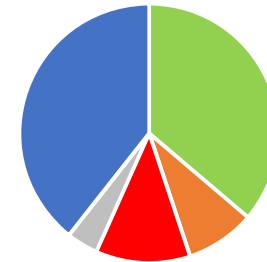
Indicator Target Achievements

The 2017 End of Term Report contains 124 indicators. These are linked to the outcomes in the Community Strategic Plan they primarily relate to. Council has reported against 99 indicators where targets have been set and/or data is available. 25 of these indicators have not been measured as there was insufficient data at the time of reporting.

Of the 77 indicators where assessments have been made:

- **46** are making progress, or have achieved the 2016 targets;
- **11** has not met the desired target, but not significantly;
- **15** are not making progress; and
- **5** show no change.

For 47 indicators, only baseline data is available or the indicator is for information only, meaning that an assessment cannot be made on progress.



Current status of indicators	No.	%
Achieved/Making progress toward 2016 target	46	37
The 2016 target has not been met but not significantly	11	9
Not making progress toward 2016 target	15	12
No change	5	4
na Not assessed - Information not available during this reporting period	47	38
Total	124	100

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Introduction

The 2017 End of Term Report details progress against the North Sydney Community Strategic Plan 2013-2023. The Plan identifies the North Sydney community's priorities for the future including where we want to be as a community in 2023 and what areas we should focus on to get there.

The North Sydney Community Strategic Plan 2013-2023 and its End of Term Report is organised around the strategic directions of the Community Strategic Plan:

- Direction 1: Our Living Environment
- Direction 2: Our Built Environment
- Direction 3: Our Economic Vitality
- Direction 4: Our Social Vitality
- Direction 5: Our Civic Leadership

Structured in this way, the report presents a range of indicators which individually highlight particular aspects of wellbeing, but which also when considered under each direction and then together, provide a much more comprehensive picture of quality of life in North Sydney.

This End of Term Report meets our commitment to collect and publish data on the 124 indicators in the Community Strategic Plan to provide a clear picture of our progress towards the five strategic directions and 30 outcomes.

Reporting against indicators in this End of Term Report gives a clear indication of performances and trends - both positive and negative - in relation to the targets that have been set.

More indicators of progress show improvement towards the 2016 targets than those that show no change or negative movement.

This report may be read in conjunction with the North Sydney Community Strategic Plan 2013-2023.¹

Legislative requirements

Under the Local Government Act 1993 and the Local Government (General) Regulation 2005, Council is required to present the End of Term Report, at the final meeting of the outgoing Council.

What is the purpose of this report?

This report represents a progress report to check North Sydney is moving in the right direction to realise our vision to be progressive, diverse and vibrant by 2023.

¹ The North Sydney Community Strategic Plan 2013-2023 is available from http://www.northsydney.nsw.gov.au/Council_Meetings/Policies_Plans/Integrated_Planning_Reporting/Community_Strategic_Plan

The indicators for monitoring progress were identified through a process involving input from stakeholders with a role in influencing their progress and elected Council representatives.

The council is responsible for ensuring that progress on the directions is reported every four years.² This report is the fourth of North Sydney's performance against the Community Strategic Plan. Council made its first, second and third progress reports to the community of North Sydney in 2006, 2008 and 2012. This ongoing process of monitoring enables the community to provide more informed input into the review of the Community Strategic Plan on things about North Sydney that can be improved. The report focuses on what has been achieved in the four years since the release of the third End of Term Report.

What happens after this report?

Every four years, Council asks the community to review and update its Community Strategic Plan. Following the local government elections in September 2017, Council will ask the community to review the set of Directions to see if they are still relevant or need to be updated. The report will help inform the review

² To align with the State Government's Integrated Planning and Reporting cycle, Council now prepares the End of Term Report every four years rather than every two years as previously.

of the Community Strategic Plan by highlighting those areas where Council will need to place its efforts and how it should prioritise resources in order to help achieve the North Sydney we want. The Community Strategic Plan will also describe how Council will work with other organisations, state and federal government, as well as the non-government and private sector to make progress on achieving the directions.

Creating the future North Sydney we want involves everyone, including individuals, community groups, businesses and government agencies. The directions belong to the whole community, not just Council. Successful collaboration between all community groups and organisations is key to realising North Sydney's vision.

Many different organisations have a role in achieving the directions. The way in which Council works to help achieve them is described in Council's Delivery Program and Annual Report.³

Finding your way around this report

This report is divided into five sections, reflecting the five directions of the Community Strategic Plan.

³ Further detail about how North Sydney Council helps to achieve the Directions may be found in Council's Delivery Program. See www.northsydney.nsw.gov.au/deliveryprogram. North Sydney Council's Annual Report 2015/16 describes Council's contributions in the last year to the Directions. See www.northsydney.nsw.gov.au/annualreport

Each section contains:

- where we want to be - a more detailed description of the direction
- the indicator(s) of progress - how we will know we are on the way to achieving the direction
- how we are actually doing - the actual results and trends and what they mean.

A Progress Overview - a brief summary of key progress made against the directions - is provided at the beginning of the report.

The Indicators

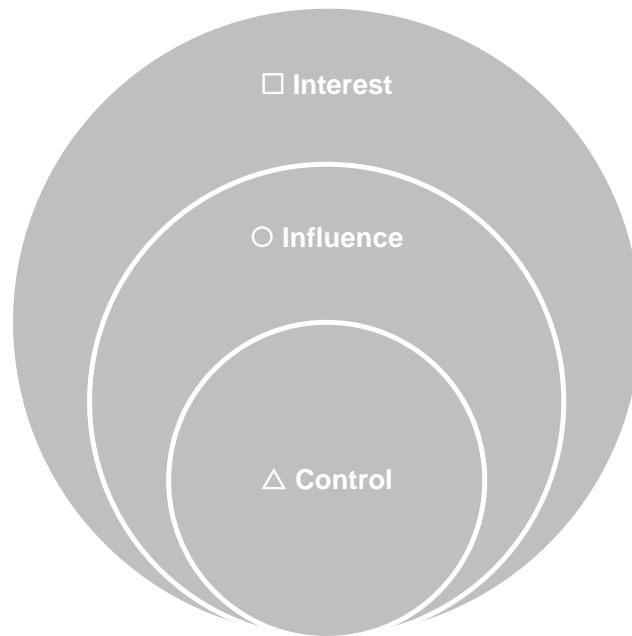
Spheres of Council Influence

As the level of government closest to its people, Council has a major responsibility to deliver a wide range of services and programs that contribute to the quality of life in the community. For those areas for which Council is not directly responsible, we have a leadership role in developing partnerships, influencing, advocating and lobbying for the activities of other agencies to be directed toward achieving community wellbeing. There are also indicators for which the appropriate response is simply to monitor any changes, as part of the general goal of maintaining awareness and understanding of conditions in the local community.

This report utilises the following hierarchy to demonstrate whether Council has 'control' or 'influence', or the indicator is reported as a matter of 'interest' to the community:

- △ Control
- Influence
- Interest

Figure 1: Spheres of Council Influence⁴



Control	Measures that are under the direct control of Council Core business, statutory responsibilities, service provision, Council facilities and services, building and other assets Direct decision making and action is possible (and necessary)
Influence	Measures that the Council does not control but can influence Areas of partial or shared responsibility or influence Most aspects of LGA activity in cities and urban areas. Advocacy, lobbying, education and communication are possible Action may be possible in conjunction with other organisations/levels of government
Interest	Measures the Council neither controls nor is likely to influence, but that are of interest to the community Awareness/understanding important. Incorporation into vision possible (e.g. health and education) Possible education, advocacy and lobbying roles

⁴ Adapted from the 'Community Strategic Planning Indicators Resource', Division of Local Government (DLG) of the NSW Department of Premier and Cabinet, 2011.

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Progress Overview

The following is a summary of performance against the Community Strategic Plan Directions.

			Progress Status
Direction 1: Our Living Environment			
Energy use and greenhouse gas emissions are decreasing. However water use is increasing.			
More than half the waste created is being recycled, however recycling per person is lower. Waste to landfill per person is decreasing.			
Over the past four years, the number of threatened fauna and flora species has increased from 4 in 2012 to 9 in 2016.			●
Native vegetation condition improved.			
Water quality overall is within the Australian and New Zealand Environment Conservation guidelines.			
Air quality is improving with fewer days exceeding air quality standards.			
1.1	Protected, enhanced and rehabilitated native vegetation communities and ecosystems	The condition of bushland improved. In our bushland, there are 9 flora and fauna species listed as threatened.	●
1.2	Quality urban greenspaces	The proportion of tree cover in North Sydney decreased.	●
1.3	Healthy and clean local waterways	Water quality of local waterways is improving.	●
1.4	Improved environmental footprint and responsible use of natural resources	Energy consumption and greenhouse gas emissions are declining. Water use is higher. Waste recycling rates increased. Landfill per person is decreasing however recycling per person is lower.	●
1.5	Public open space, recreation facilities and services that meet community needs	Most residents are satisfied with North Sydney's recreation facilities.	●

● On track ● Not on track ● Off track ● No change na=not available

Direction 2: Our Built Environment

There has been a marked improvement in the satisfaction with the maintenance of local roads and footpaths.






In 2016, 28% of North Sydney’s footpaths and 69% of drainage are in ‘excellent’/‘good’ condition.

Satisfaction with land use and quality of development in North Sydney significantly increased.

Between 2012 and 2016, a total of 118 items were removed from the North Sydney Heritage Register.

Most residents use public transport to travel to and from work. Less positively, motor vehicle ownership has increased.

Satisfaction with traffic flow throughout North Sydney and parking provision is decreasing.

2.1	Infrastructure, assets and facilities that meet current and future community needs	There was a marked improvement in the satisfaction with the maintenance of local roads and footpaths.	
2.2	Improved mix of land use and quality development through design excellence	Community satisfaction with land use and quality of development in North Sydney significantly increased.	
2.3	Vibrant, connected and well maintained streetscapes and shopping villages that build a sense of community	<p>On a scale of 0 ‘very poor’ to 10 ‘excellent’, North Sydney’s road pavement condition index was 7.4.</p> <p>28% of North Sydney’s footpaths and 68% of drainage are in ‘excellent’ or ‘good’ condition.</p> <p>Resident and business satisfaction with the cleanliness of local roads and footpaths remained stable.</p> <p>Resident satisfaction with the look and amenity of North Sydney has fallen.</p>	
2.4	North Sydney’s heritage is preserved and valued	The number of items on the heritage register decreased from 1,200 in 2012 to 1,082 in 2016.	
2.5	Sustainable transport is encouraged	Almost half of workers and about a third of residents take public transport to work.	

 On track  Not on track  Off track  No change na=not available

		In 2011, active travel (e.g. walking and cycling) made up 13.2% of total travel by residents in North Sydney. This has increased slightly from 13% in 2006.	
		Car ownership is increasing.	
2.6	Improved traffic management	In 2016, 46% of residents were satisfied with traffic flow throughout North Sydney. This was a decrease from 63% in 2012.	●
2.7	Improved parking options and supply	About two thirds of residents and businesses are not satisfied with parking provision.	●
Direction 3: Our Economic Vitality			
North Sydney has dropped its economic ranking against other commercial centres in NSW over the past four years.			
Unemployment is low and stable.			
Labour force participation rates in North Sydney decreased between 2012 and 2017 from 69.0% to 67.5%.			
The number of businesses in North Sydney is increasing.			
Vacancy rates in the North Sydney CBD office market remain low indicating high market demand for commercial floor space.			
A significant proportion of people who work in North Sydney also live in the area.			
3.1	Diverse, strong, sustainable and vibrant local economy	The unemployment rate for North Sydney increased slightly between 2012 and 2017 from 3.0% to 3.1%.	
		The number of businesses in North Sydney grew between 2012 and 2017. North Sydney gained 979 businesses over the past five years.	●
		The North Sydney CBD office vacancy rate remained steady.	
3.2	North Sydney CBD is one of Australia's largest commercial centres	The ranking of North Sydney CBD against other commercial centres in NSW fell to three.	●
		15% of residents remain within the North Sydney LGA to work.	

● On track ● Not on track ● Off track ● No change na=not available

Direction 4: Our Social Vitality

The average life expectancy in North Sydney is largely on par with the NSW average.

Self-reported health surveys report that people continue to have a high overall level of health.

More than half of residents engage in adequate physical activity.

North Sydney has a high Social Economic Index (SEIFA) ranking suggesting there is lower disadvantage in the LGA.

Two thirds of residents has tertiary qualifications, with the vast majority of these being a Bachelor's Degree or above.

Median family income is increasing.

House prices are increasing dramtaically.

Housing affordability remains unchanged.

Housing in North Sydney is predominantly flats, units or apartments.

North Sydney has become a safer place with reported crime decreasing.

There is a high perception of safety.

Roads in North Sydney are getting safer. Road crash fatalities have decreased, however road crash injuries is increasing.

Sense of community is high but decreasing.










Early childhood development measures show a high attainment by children, with a low number of children developmentally at risk or vulnerable.





Fewer aged care places are available (per 1,000 population) in North Sydney compared to four years ago.

Satisfaction with the library service is high.

About 22% of adults in North Sydney spend time volunteering.



4.1	North Sydney community is connected	Community connectedness is high with 75% of residents having a sense of community within their neighbourhood. This is slightly lower than the level recorded in the previous survey in 2012.	
4.2	North Sydney community is diverse	Over 45% of residents were born overseas.	
4.3	Enhanced arts and cultural programs and facilities	74% of residents are satisfied with Council run community events and 64% are satisfied with the range of arts and cultural experiences in North Sydney.	
4.4	North Sydney's history is preserved	The number of items on the heritage register decreased from 1,200 in 2012 to 1,082 in 2016.	
4.5	Lifelong learning and volunteering is encouraged	21.5% of persons aged 15 years and over in North Sydney are involved in volunteering.	
4.6	Library services meet information, learning and leisure needs	24% of North Sydney residents are an active member of Stanton Library. Since 2012, the percentage of users satisfied with Stanton Library has been around 92%.	
4.7	North Sydney community is active and healthy	Self-reported health surveys report that people continue to have a high overall level of health (86% of people rate their health as excellent, very good or good). In 2016, 61% of residents reported that they undertake adequate physical activity at least five times per week, a slight increase from 60% in 2012. In North Sydney, there is a low percentage of children that are developmentally vulnerable.	
4.8	Enhanced access to community services, information, programs and facilities	Resident satisfied with Council's provision of children's services is increasing. North Sydney has fewer aged care places per 1,000 older residents than in 2012.	
4.9	Enhanced sense of community safety and accessibility	Crime has fallen over the past four years, with the number of recorded major offences declining from 2,498 in 2012 to 1,197 in 2016.	

 On track  Not on track  Off track  No change na=not available

		<p>Most people feel that North Sydney is a safe place. Resident's perceptions of safety remained stable between 2012 and 2016.</p> <p>Road injuries have trended upward over the past five years, however road fatalities have remained stable between 2012 and 2017.</p>	
4.10	Improved affordable housing and accommodation	<p>Median family income increased between 2012 and 2016 by 33% to \$2,360.</p> <p>Residential property prices have shown a substantial rise in value since 2012.</p> <p>15% of North Sydney households are spending more than 30% of their income on rental weekly payments.</p>	●
<p>Direction 5: Our Civic Leadership</p> <p>Only about half of the community are satisfied with the strategic direction for North Sydney.</p> <p>Council remains financially sustainable.</p> <p>Residents record high levels of overall satisfaction with Council's performance.</p> <p>There is scope for increased levels of community engagement.</p> <p>Connection to the internet is higher in North Sydney than the Sydney SD rate.</p>			
5.1	Council has a clear strategic direction, driving a sustainable future for North Sydney	There is limited awareness of Council's Community Strategic Plan. About half of the community are satisfied with North Sydney's strategic direction.	●
5.2	Best practice financial stewardship	Council remains financially sustainable with Council's operating performance ratio indicating revenue raised is sufficient to cover operational expenditure.	●
5.3	Ethical, open, accountable and transparent decision making	Between 2012 and 2016, the proportion of residents satisfied with how Council engages with them increased from 53% to 75%. Engagement remains an issue for businesses. Less than half of the business	●

● On track ● Not on track ● Off track ● No change na=not available

		community are satisfied with Council's community engagement processes.	
5.4	Improved community awareness of Council's activities and services through targeted communications	Resident and business satisfaction with communications from Council improved. 92% of households in North Sydney had access to the internet. The percentage of households with access to the internet is higher in the North Sydney than for Sydney overall.	●
5.5	Customer focused Council services	In 2016, 84% of North Sydney residents were satisfied overall with Council's performance, a slight decrease from 85% in 2012. Satisfaction with council performance for businesses decreased, falling from 75% to 65%.	●

By Progress Status

Making progress	
●	1.1 Protected, enhanced and rehabilitated native vegetation communities and ecosystems
	1.3 Healthy and clean local waterways
	1.4 Improved environmental footprint and responsible use of natural resources
	1.5 Public open space, recreation facilities and services that meet community needs
	2.1 Infrastructure, assets and facilities that meet current and future community needs
	2.2 Improved mix of land use and quality development through design excellence
	2.3 Vibrant, connected and well maintained streetscapes and shopping villages that build a sense of community
	3.1 Diverse, strong, sustainable and vibrant local economy
	4.1 North Sydney community is connected
	4.6 Library services meet information, learning and leisure needs
	4.7 North Sydney community is active and healthy
	4.8 Enhanced access to community services, information, programs and facilities
	4.9 Enhanced sense of community safety and accessibility
	5.1 Council has a clear strategic direction, driving a sustainable future for North Sydney
	5.2 Best practice financial stewardship
	5.3 Ethical, open, accountable and transparent decision making

● On track ● Not on track ● Off track ● No change na=not available

	5.4	Improved community awareness of Council's activities and services through targeted communications
	5.5	Customer focused Council services
Not changed greatly		
●	1.2	Quality urban greenspaces
	2.4	North Sydney's heritage is preserved and valued
	2.5	Sustainable transport is encouraged
	3.2	North Sydney CBD is one of Australia's largest commercial centres
	4.3	Enhanced arts and cultural programs and facilities
	4.4	North Sydney's history is preserved
	4.10	Improved affordable housing and accommodation
Not making progress		
●	2.6	Improved traffic management
	2.7	Improved parking options and supply
No change		
●	4.2	North Sydney community is diverse
	4.5	Lifelong learning and volunteering is encouraged

For information on the indicators in each outcome, please read further below.

● On track ● Not on track ● Off track ● No change na=not available

Direction 1: Our Living Environment

Where do we want to be in 2023?

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

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

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

together with extensive community programs will result in a low waste society.

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

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

Summary of Progress Towards Outcomes

Direction 1: Our Living Environment	
Outcome 1.1 Protected and enhanced ecosystems	●
Outcome 1.2 Quality urban greenspaces	●
Outcome 1.3 Healthy and clean local waterways	●
Outcome 1.4 Improved environmental footprint	●
Outcome 1.5 Open space and recreational facilities meet community needs	●

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

○ Energy Use and Carbon Emissions

Progress Status: ● On track

5%

was the decrease in the total annual electricity consumption for North Sydney residents between 2012 and 2016.

Electricity use in 2016 attributable to businesses decreased by 12% between 2012 and 2016.

Greenhouse gas emissions has decreased during the period 2012 to 2016. Although residential greenhouse gas emissions generally increase with population, the residential greenhouse gas emissions level fell by 5% between 2012 and 2016, while the population increased by 7%.

Council's greenhouse gas emissions in 2016 were 3% lower than the emissions in 2012. Council has reduced its emissions through measures including low-carbon energy generation, installing energy efficiency measures and generating more of our own renewable energy.

Council generated 152% more renewable energy in 2016 compared with 2012 levels.

○ Water Use and Recycling

Progress Status: ● Not on track

7%

was the increase in North Sydney's residential water usage between 2012 and 2016, a rate on par with the increase in population (7%) in the same time period.

Water use in 2016 attributable to businesses increased by 3% between 2012 and 2016.

Council's water use in 2016 was 19% higher than in 2012.

The amount of water recycled from rainwater tanks, stormwater harvesting or other recycling facilities at parks, open spaces, Council buildings and community facilities more than doubled between 2012 and 2016 to 39 megalitres.

○ Community Capacity

Progress Status: ● On track

2,601

was the number of participants in the Council's sustainability programs in 2016 - an increase of 30% on 2012.

There were local programs operating in North Sydney over the past four years aimed at embedding low carbon thinking into the lifestyles of residents and operations of businesses.

The percentage of participants satisfied with environmental education programs in North Sydney has increased by from 95% to 97% over the past four years.

○ Biodiversity

Progress Status: ● On track

5%

of the North Sydney local government area contains remnant bushland.

All bushland areas under Council's control are under active management.

The number of threatened fauna species has increased from 3 in 2012 to 8 in 2016.

Over the past four years, the number of threatened flora species has remained unchanged.

○ Tree Cover

Progress Status: ● Not on track

31%

was the proportion of tree cover in North Sydney in 2014 - a slight decrease from 34% in 2008.

○ Condition of Bushland

Progress Status: ● On track

Bushland within North Sydney is in improved condition with intact understorey and limited disturbance.

○ Water Quality

Progress Status: ● On track

70%

of water samples at Council's water quality monitoring sites exceeded water quality guidelines in 2016 - an increase from 58% in 2012.

○ Air Quality

Progress Status: ● On track

Air quality in North Sydney is improving. In 2016, there was only one day exceeding health air quality limits.¹⁰

○ Waste and Recycling

Progress Status: ● On track

62%

was the recycle rate of North Sydney residents - slightly up from 60% in 2012.

The amount of waste recycled over the past four years has decreased by 21% from 120kg to 95kg per person per capita in 2016.

Figure 19: Household recyclables collection (kg per person)

Year				
2012	2013	2014	2015	2016
120	85	119	106	95

The level of greenwaste collected from households has been relatively consistent across the period at around 24kg per person per capita.

Figure 20: Household greenwaste collection (kg per person)

Year				
2012	2013	2014	2015	2016
23	19	22	24	24

Since 2012, waste to landfill has decreased by 16% from 131kg to 110kgs per person.

Figure 21: Household waste disposed to landfill (kg per person)

Year				
2012	2013	2014	2015	2016
131	150	156	189	110

¹⁰ PM₁₀ and PM_{2.5} observations at nearest station at Lindfield

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Direction 2: Our Built Environment

Where do we want to be in 2023?

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

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

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

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

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

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

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

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

Summary of Progress Towards Outcomes

Direction 2: Our Built Environment	
Outcome 2.1 Infrastructure and assets meet community needs	●
Outcome 2.2 Improved land use and quality development	●
Outcome 2.3 Vibrant and connected streetscapes and villages	●
Outcome 2.4 Heritage is preserved and valued	●
Outcome 2.5 Sustainable transport is encouraged	●
Outcome 2.6 Improved traffic management	●
Outcome 2.7 Improved parking options and supply	●

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

△ Land use and Development

Progress Status: ● On track

63%

was residents' satisfaction level with land use and quality of development in 2016, with 13% being 'very satisfied'.

72% was businesses' satisfaction level with land use and quality of development in 2016, with 13% being 'very satisfied'.¹¹

○ Housing Mix

Progress Status: N/A. Indicator for information only

30,066

was the number of dwellings in North Sydney in 2017. The table below shows the type of residential dwellings in 2016. In North Sydney, 88.4% of the dwellings were medium or high

¹¹ The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were with 'management of the development within the area.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'quality of commercial and residential development.'

density, compared to 42.1% in Greater Sydney.

In 2016, there were 3,301 (11.0%) separate houses in North Sydney, 4,219 (14%) medium density dwellings, and 22,381 (74.4%) high density dwellings compared with 56.9%, 14.0%, and 28.1% in Greater Sydney respectively

Figure 22: Dwelling type 2016

Dwelling Type	Number	2016	
		%	Greater Sydney %
Separate house	3,301	11.0	56.9
Medium density (Semi-detached, row or terrace house, townhouse etc.)	4,219	14.0	14.0
High density (Flat, unit or apartment)	22,381	74.4	28.1
Other dwelling	73	0.2	0.6

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016

△ Heritage Sites

Progress Status: ● Not on track

1,082

heritage items are listed on North Sydney's heritage register. Between 2012 and 2016, a total of 118 heritage items were removed from the North Sydney Heritage Register.

△ Appearance of Public Spaces

Progress Status: ● No change

76%

of residents are satisfied with the general feel and appearance of public spaces compared to 74% in 2012.

73% of businesses are satisfied with the general feel and appearance of public spaces.

△ Local Roads and Footpaths

Progress Status: ● On track

71%

was residents' satisfaction level with the maintenance of local roads and footpaths in 2016, with 18% being 'very satisfied'.

70% was businesses' satisfaction level with the maintenance of local roads and footpaths in 2016, with 18% being 'very satisfied'.

81% was residents' satisfaction level with the cleanliness of local roads and footpaths in 2016, with 22% being 'very satisfied'.

82% was businesses' satisfaction level with the cleanliness of local roads and footpaths in 2016, with 22% being 'very satisfied'.

△ Condition of Roads

Progress Status: ● Not on track

7.4

was the road pavement condition index in 2014. The quality (smoothness) of road pavement has declined since 2012.

Note: In 2014 the Road Pavement survey used more technological advanced equipment

capable of capturing slightly more defects that would otherwise not have been detected. Analysis conducted suggests that notwithstanding the technological advances there appears to have been a deterioration in the condition of the network in 2014 compared to previous surveys. It should be noted that the capital expenditure on roads increased in 2016 which should have improved the Pavement Condition Index since 2014.

△ Footpath Condition

Progress Status: Previous data not available

28%

of North Sydney local footpaths are in 'excellent' or 'good' condition.

△ Drainage Condition

Progress Status: Previous data not available

68%

of North Sydney drainage is in 'excellent' or 'good' condition.

○ Transport Options

Progress Status: Previous data not available

36.2%

of people living in North Sydney use public transport as the means of travel to work, while 34.7% used a private vehicle, compared with 13.6% and 63.9% respectively in NSW as shown in Figure 23.

In 2011, there were 13,677 people in the local labour force¹² who caught public transport to work in North Sydney, compared with 13,123 who drove in private vehicles.

The major differences between the method of travel to work of the local labour force in North Sydney and NSW were:

- A *larger* percentage of persons who travelled to work by Bus (16.0% compared to 3.7%)
- A *larger* percentage of persons who travelled to work by Walked only (11.9% compared to 4.1%)
- A *larger* percentage of persons who travelled to work by Train (13.0% compared to 6.2%)

¹² The local labour force includes all employed people who are resident in the local area regardless of where they work.

Figure 23: Local labour force method of travel to work, North Sydney, 2006 to 2011

Method of travel	2011			2006			Change 2006 to 2011
	Number	%	NSW %	Number	%	NSW %	
Car, as driver	11,957	32	58	11,703	33	56	254
Car, as passenger	1,090	3	5	1,112	3	6	-22
Train	4,921	13	6	4,092	12	5	829
Train and car	143	0	1	125	0	1	18
Train and other	1,121	3	1	831	2	1	290
Train and multiple other methods	233	1	0	156	0	0	77
Bus	6,033	16	4	5,541	15	3	582
Bus and car	162	0	0	15	3		
Bus and other (not train)	245	1	0	283	1	0	-38
Bus and two other methods (excluding train)	34	0	0	20	0	0	14
Ferry	785	2	0	911	3	0	-126
Tram	15	0	0	8	0	0	7
Truck	61	0	1	64	0	2	-3
Motorbike/Motor scooter	283	1	1	190	1	1	93
Bicycle	478	1	1	269	1	1	209
Taxi/Other	501	1	1	474	1	1	27
Other - multiple methods	343	1	1	157	0	0	186
Walked only	4,503	12	4	4,317	12	4	186
Worked at home	2,038	5	5	1,871	5	5	167
Did not go to work	2,605	7	10	2,783	8	10	-178
Not stated	243	1	2	329	1	2	-86
Total	37,794	100	100	35,261	100	100	2,533

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

- A *smaller* percentage of persons who travelled to work by Car, as driver (31.6% compared to 57.6%)

Travel to work by train or bus has increased since 2006. The number of residents driving to work has increased slightly from 11,703 in 2006 to 11,957 in 2011. The number of residents cycling to work is increasing steadily from 269 in 2006 to 478 in 2011. However, the proportion of the local labour force using this means of travel has remained stable between 2006 and 2011 (1%).

Within North Sydney, the workforce has a higher proportion of people using public transport to get to work than NSW.

In 2011, there were 28,968 people in the workforce who caught public transport to work (train, bus, tram or ferry) in North Sydney, compared with 23,059 who drove in private vehicles (car - as driver or passenger, motorbike or truck) as shown in figure 24.

In North Sydney, 43.9% of the workforce in North Sydney used public transport, while 35.0% used a private vehicle, compared with 13.8% and 64.1% respectively in NSW.

The major differences between the method of travel to work of workers in North Sydney and NSW were:

- A *larger* percentage of people who travelled by train (22.3% compared to 6.2%)
- A *larger* percentage of people who

travelled by bus (8.3% compared to 3.7%)

- A *larger* percentage of people who travelled by train and other (6.0% compared to 1.6%)
- A *smaller* percentage of people who travelled by car (as driver) (31.9% compared to 57.9%)

More people are using public transport for work trips to and from North Sydney. The proportion of journey to work trips by public transport to North Sydney was 44% in 2011, an increase from 39% in 2006. At the same time bicycles and walking are becoming more popular among North Sydney workers with the percentage of workers walking or cycling to work increasing from 7.3% in 2006 to 7.5% in 2011.

Figure 24: Workers method of travel to work

Method of travel to work	2011		2006	
	No. (%)	NSW %	No. (%)	NSW %
Car	22,978 (34.8)	62.9	24,232 (40.4)	62.4
Public transport	28,968 (43.9)	13.8	23,126 (38.5)	12.4
Bicycle	704 (1.1)	0.8	331 (0.6)	0.7
Walked only	4,188 (6.4)	4.1	3,996 (6.7)	4.5

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

○ Traffic Flow

Progress Status: ● Off track

46%

was residents' satisfaction level with traffic flow in 2016, with 9% being 'very satisfied'.¹³

The particular aspect of traffic flow that residents were most dissatisfied with 'the roads just aren't coping with the traffic/traffic flow is terrible/roads aren't keeping up with the population.'

△ Parking Provision

Progress Status: ● Off track

35%

was residents' satisfaction level with parking provision in 2016, with 6% being 'very satisfied'.

33% was businesses' satisfaction level with parking provision in 2016, with 4% being 'very

¹³ The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were with 'traffic management.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'management of traffic flow (congestion) on local roads (excluding highways) in commercial areas and residential areas.'

satisfied'.¹⁴

The particular aspect of provision of parking that residents and businesses were most dissatisfied with was lack of available parking.

Improving what will always be a limited supply of on-street parking in both residential and commercial areas is ongoing.¹⁵

○ Private Motor Vehicle Ownership

Progress Status: Previous data not available

26%

of households in North Sydney had access to two or more motor vehicles in 2017, compared to 24% in 2012. In addition to this, the number of households not owning a car increased.

¹⁴ The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were with 'overall management of parking' and 'policing of parking.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'provision of parking.'

¹⁵ Average parking turnover has increased by 6% in non-metered areas and 44% in metered areas as a result of LPR and sensor technology. Average parking occupancy has decreased by 6% in metered parking areas, but has remained fairly stable in non-metered parking areas. These results mean that more residents and customers have access to the finite parking resource.

Figure 25: Car ownership

Number of registered vehicles	2016		2011	
	No.	%	No.	%
None	5,194	17.3	5,183	16.5
1 motor vehicle	16,330	54.3	15,838	50.5
2 motor vehicles	6,503	21.6	6,327	20.2
3 or more motor vehicles	1,353	4.5	1,100	3.5
Not stated	691	2.3	2,917	9.3

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016

○ Car Share Membership

Progress Status: ● On track

5,156

was the number of motor car share memberships in 2016 compared to 80 in 2012.

△ Pedestrian and Cycle Paths

Progress Status: ● Not on track

54%

was residents' satisfaction with pedestrian and cycle paths in 2016, with 11% being 'very satisfied'.

The length of pedestrian paths in North Sydney has remained relatively stable at 254km in 2016 compared with 251km in 2012.¹⁶

¹⁶ While the length of pedestrian and cycling paths has increased slightly, whether this is sufficient to enable North Sydney to improve the percentage of all trips within the LGA made by walking and cycling is not determinable until October 2017 with the release of data by the ABS.

Direction 3: Our Economic Vitality

Where do we want to be in 2023?

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




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

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

North Sydney is recognised as a national tourism icon for its harbour foreshores, Luna

Park, Mary Mackillop Place, Kirribilli House and Admiralty House as well as the Coal Loader parklands. Tourism has served to preserve and enhance natural resources that can be used and enjoyed by residents and visitors alike.

Summary of Progress Towards Outcomes

Direction 3: Our Economic Vitality	
Outcome 3.1 Diverse, strong, sustainable and vibrant local economy	
Outcome 3.2 North Sydney CBD is one of Australia’s largest commercial centres	
Outcome 3.3 North Sydney is a place that attracts events	

△ Control ○ Influence □ Interest

 On track  Not on track  Off track  No change

Ranking of North Sydney CBD

Progress Status: ● Not on track

3rd

was the ranking of North Sydney CBD in 2016 in terms of office floor space against other commercial centres in NSW (as shown in Figure 26 below). This was a fall in ranking from second to third.

With total office stock of approximately 822,000m², North Sydney is the second largest of Sydney's non-CBD office markets, and the ninth largest office market in Australia. North Ryde/Macquarie overtook North Sydney as second largest CBD in January 2014 due to the combined effect of total office stock in North Ryde/Macquarie increasing by around 20,000m² and total office stock in North Sydney decreasing by 12,000m² since July 2013.

Figure 26: Office Market Size, January 2015

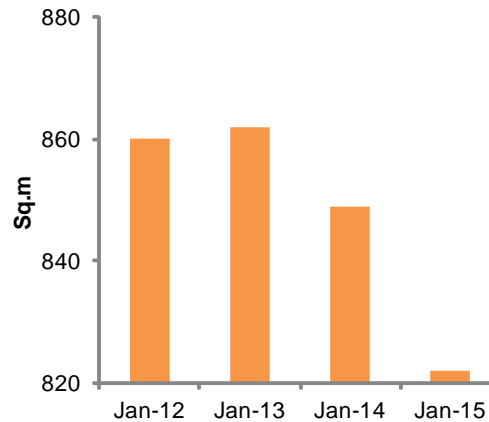
	Office Floor Space ('000) square metres
Sydney CBD	4,962
North Ryde/Macquarie Park	866
North Sydney	822
St Leonards/Crows Nest	348
Chatswood	285

Source: Property Council of Australia and Urbis.

△ Control ○ Influence □ Interest

The four year trend (as of January 2015) of total office floor space for the North Sydney office market is shown in Figure 27. From January 2012 to January 2015 North Sydney office stock decreased by 4.5%.

Figure 27: Total Office Floor Space, North Sydney, January 2012 to 2015



Source: Property Council of Australia and Urbis.

Employment Opportunities

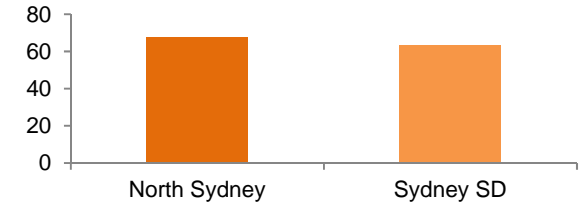
Progress Status: N/A. Indicator for information only

67.5%

was North Sydney's labour force participation rate in 2016. This is above that of 69.0% in 2012. The rate is similar to that of the Sydney

SD (63.0%).

Figure 28: Labour force participation, January 2017



Source: Australian Bureau of Statistics Labour Force Survey April 2017

- ⁱ Refers to persons aged 15 years and over
- ⁱⁱ Refers to North Sydney and Hornsby Region in 2017
- ⁱⁱⁱ Refers to Lower Northern Sydney Region in 2012

○ Local Employment

Progress Status: Previous data not available

26%

of residents work in North Sydney. Figure 29 shows North Sydney residents' top 10 destinations (LGA) of work.

Whilst the majority of workers travel to the Sydney CBD to work, there are also a significant proportion of residents that remain within the North Sydney LGA to work. Of the 65,946 people who work in North Sydney, 9,657 or 14.6% also live in the area. Other notable locations of work are generally clustered close to North Sydney on the North Shore.

● On track ● Not on track ● Off track ● No change

Figure 29: North Sydney LGA Residents Place of Work

Location	Number	%
Sydney	14,344	38
North Sydney	9,642	26
Willoughby	3,233	9
Ryde	1,653	4
Warringah	780	2
Mosman	712	2
Lane Cove	645	2
Ku-ring-gai	527	1
Botany Bay	481	1
Parramatta	438	1
No fixed work address	700	2
Balance	4,229	11
Total	34,897	100

Source: Journey to Work 2011 Bureau of Transport Statistics; Urbis.

ⁱ Refers to persons who are employed within the North Sydney boundaries.

□ Unemployment

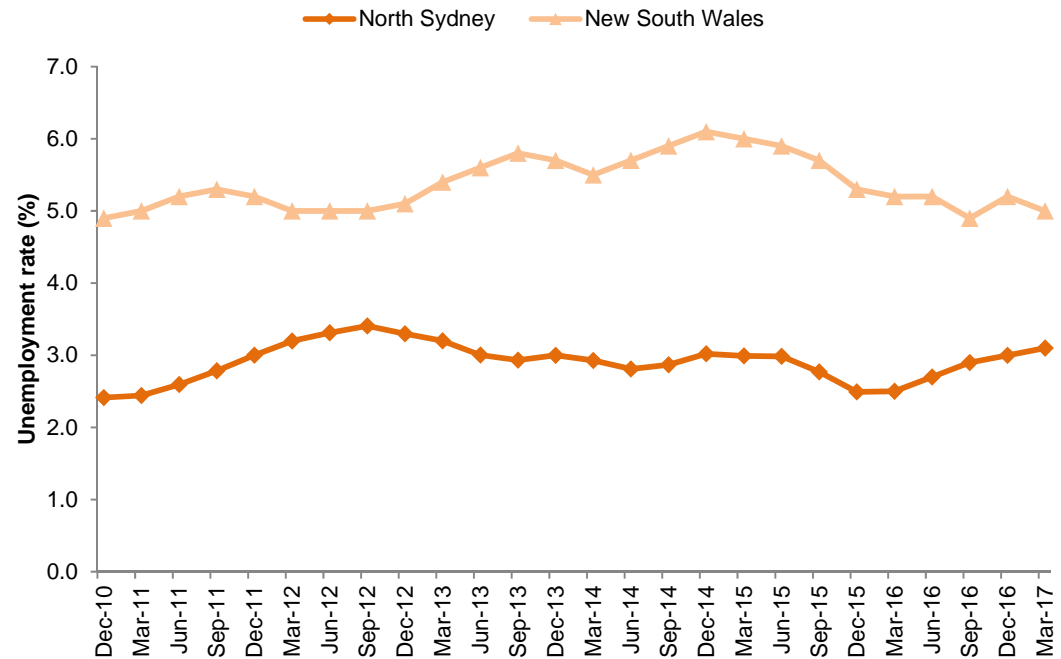
Progress Status: ● On track

3.1%

was North Sydney's unemployment rate in 2017. The unemployment rate in North Sydney decreased between September 2012 and March 2017. The local unemployment rate for North Sydney was consistently lower than that of NSW between December 2010 and March 2017.

△ Control ○ Influence □ Interest

Figure 30: Unemployment rate, 2010-2017



Source: Australian Bureau of Statistics, Labour force survey and Department of Employment, Small Area Labour Markets, March 2017

ⁱ Unemployment Rates by Labour Force Region, April 2017 (15+) (%)

ⁱⁱ Due to a major change in the Labour Force Regions on which unemployment data are collected, Small Area Labour Markets datasets are now only directly comparable back to 2010. For this reason, data prior to 2010 is misleading and has not been included.

● On track ● Not on track ● Off track ● No change

○ Business Growth, Establishments and Employment by Industry

Progress Status: N/A. Indicator for information only

907

was the increase in number of businesses in North Sydney between 2012 and 2016.

The main increase has been in financial and insurance services with an increase of 929 businesses.

Figure 31 details the number of businesses by type of industry that operate in North Sydney. The professional, scientific and technical services industry had the largest number of total registered businesses in North Sydney, comprising 24.6% of all total registered businesses, compared to 13.0% in NSW.

The majority (71.5%) of businesses are service oriented.

Figure 31: Business numbers, North Sydney

Industry	2016			2012			Change 2012 to 2016
	Number	%	NSW %	Number	%	NSW %	
Agriculture, Forestry and Fishing	178	1.2	7.3	217	1.5	8.1	-39
Mining	38	0.2	0.2	63	0.4	0.2	-25
Manufacturing	230	1.5	3.6	236	1.6	3.9	-6
Electricity, Gas, Water and Waste Services	34	0.2	0.3	30	0.2	0.3	+4
Construction	795	5.2	15.5	720	5.0	15.0	+75
Wholesale Trade	515	3.4	3.8	499	3.5	4.1	+16
Retail Trade	588	4.0	6.1	640	4.5	6.8	-74
Accommodation and Food Services	536	3.7	4.2	544	3.8	4.0	-8
Transport, Postal and Warehousing	230	1.5	6.3	231	1.6	6.3	-1
Information Media and Telecommunications	420	2.8	1.2	431	3.0	1.2	-11
Financial and Insurance Services	3,286	21.5	9.1	2,357	16.4	8.0	+929
Rental, Hiring and Real Estate Services	2,008	13.1	11.1	1,966	13.7	10.7	+41
Professional, Scientific and Technical Services	3,765	24.6	13.0	3,687	25.7	12.9	+78
Administrative and Support Services	642	4.2	4.0	671	4.7	4.2	-29
Public Administration and Safety	39	0.3	0.4	53	0.4	0.4	-14
Education and Training	295	1.9	1.4	284	2.0	1.3	+11
Health Care and Social Assistance	901	5.9	5.9	843	5.9	5.2	+58
Arts and Recreation Services	226	1.5	1.3	262	1.8	1.4	-36
Other Services	305	2.0	4.1	316	2.2	4.0	-12
Industry not classified	269	1.8	1.4	321	2.2	2.0	-51
Total business	15,278	100.0	100.0	14,371	100.0	100.0	+907

Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits 2012 to 2016

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

Figure 32 shows the number of establishments for each industry in North Sydney by employment size.

A significant proportion of North Sydney's businesses are small. In 2016 61% were single person businesses and 27% employed one to four people.

Twenty four businesses (less than 1%) employed 200 people or more.

Figure 32: Businesses by industry division by employment size ranges in North Sydney¹, June 2016

Industry	Non employing	1-4	5-19	20-199	200+	Total
Agriculture, Forestry and Fishing	151	43	7	4	0	210
Mining	31	9	6	0	0	50
Manufacturing	129	82	60	18	3	293
Electricity, Gas, Water and Waste Services	149	90	66	24	3	333
Construction	633	245	70	34	0	969
Wholesale Trade	269	223	110	62	3	660
Retail Trade	316	211	90	47	3	672
Accommodation and Food Services	341	632	381	107	0	1,451
Transport, Postal and Warehousing	187	70	22	6	0	275
Information Media and Telecommunications	260	168	37	30	3	509
Financial and Insurance Services	2,846	602	92	33	3	3,568
Rental, Hiring and Real Estate Services	2,006	280	58	11	0	2,355
Professional, Scientific and Technical Services	2,046	1,565	502	203	3	4,337
Administrative and Support Services	303	256	118	51	3	740
Public Administration and Safety	25	16	5	3	0	61
Education and Training	175	96	43	19	0	321
Health Care and Social Assistance	624	287	122	40	0	1,081
Arts and Recreation Services	175	66	8	7	3	268
Other Services	160	167	58	6	0	408
Unknown ²	219	60	13	3	0	280
Total	10,728	4,700	1,585	641	24	17,710

Source: Australian Bureau of Statistics Business Register (ABSBR)

¹ Includes Cremorne-Cammeray, Crows Nest-Waverton, Neutral Bay-Kirribilli, North Sydney-Lavender Bay, and St Leonards-Naremburn

² This Category consists of businesses that are yet to be coded to an industry

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

In terms of North Sydney’s residents’ industry of employment, approximately 92% of working residents are engaged in white collar professions compared to the Sydney average of 74%. This highlights the importance of office precincts to local residents in providing them greater options to work close to where they live.

In North Sydney, professional, scientific and technical services is the largest employer, generating 27,797 local jobs in 2015/16.

The three most popular industry sectors in North Sydney were professional, scientific and technical services (27,797 people or 30.1%); financial and insurance services (10,491 people or 11.3%) and health care and social assistance (6,307 people or 6.8%).

These three industries employed 44,594 people in total or 48.2% of the total workforce.

In comparison, NSW employed 8.5% in professional, scientific and technical services; 5.3% in financial and insurance services; and 11.5% in health care and social assistance.

The major differences between the jobs held by the workforce of North Sydney and NSW were:

Figure 33: Employment by industry sector, North Sydney

Industry	2016			2012			Change 2012 to 2016
	Number	%	NSW %	Number	%	NSW %	
Agriculture, Forestry and Fishing	88	0	2	88	1	2	0
Mining	349	0	1	330	1	1	+19
Manufacturing	2,479	3	8	2,588	3	8	-109
Electricity, Gas, Water and Waste Services	505	1	1	562	1	1	-57
Construction	5,095	6	8	4,696	5	8	+399
Wholesale Trade	2,734	3	5	3,006	3	5	-272
Retail Trade	4,526	5	10	3,635	4	10	+891
Accommodation and Food Services	5,087	6	7	4,022	5	7	+1,065
Transport, Postal and Warehousing	1,546	2	5	1,638	2	5	-92
Information Media and Telecommunications	5,228	6	3	5,213	6	3	+14
Financial and Insurance Services	10,491	11	5	10,474	12	5	+17
Rental, Hiring and Real Estate Services	2,135	2	2	1,986	2	2	+149
Professional, Scientific and Technical Services	27,797	30	9	27,119	31	9	+678
Administrative and Support Services	5,156	6	4	4,916	6	3	+240
Public Administration and Safety	4,077	4	6	3,778	4	6	+299
Education and Training	5,182	6	8	4,536	5	8	+646
Health Care and Social Assistance	6,307	7	12	5,351	6	11	+956
Arts and Recreation Services	1,016	1	2	1,064	1	2	-48
Other Services	2,670	3	4	2,454	3	4	+216
Total	92,467	100	100	100	100	100	+5,011

Source: National Institute of Economic and Industry Research (NIEIR) 2016

Note: percentages may not add up to 100 due to rounding

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

- A *larger* percentage of people employed in professional, scientific and technical services (30.1% compared to 8.5%)
- A *larger* percentage of people employed in financial and insurance services (11.3% compared to 5.3%)
- A *smaller* percentage of people employed in retail trade (4.9% compared to 10.3%)
- A *smaller* percentage of people employed in manufacturing (2.7% compared to 7.9%).

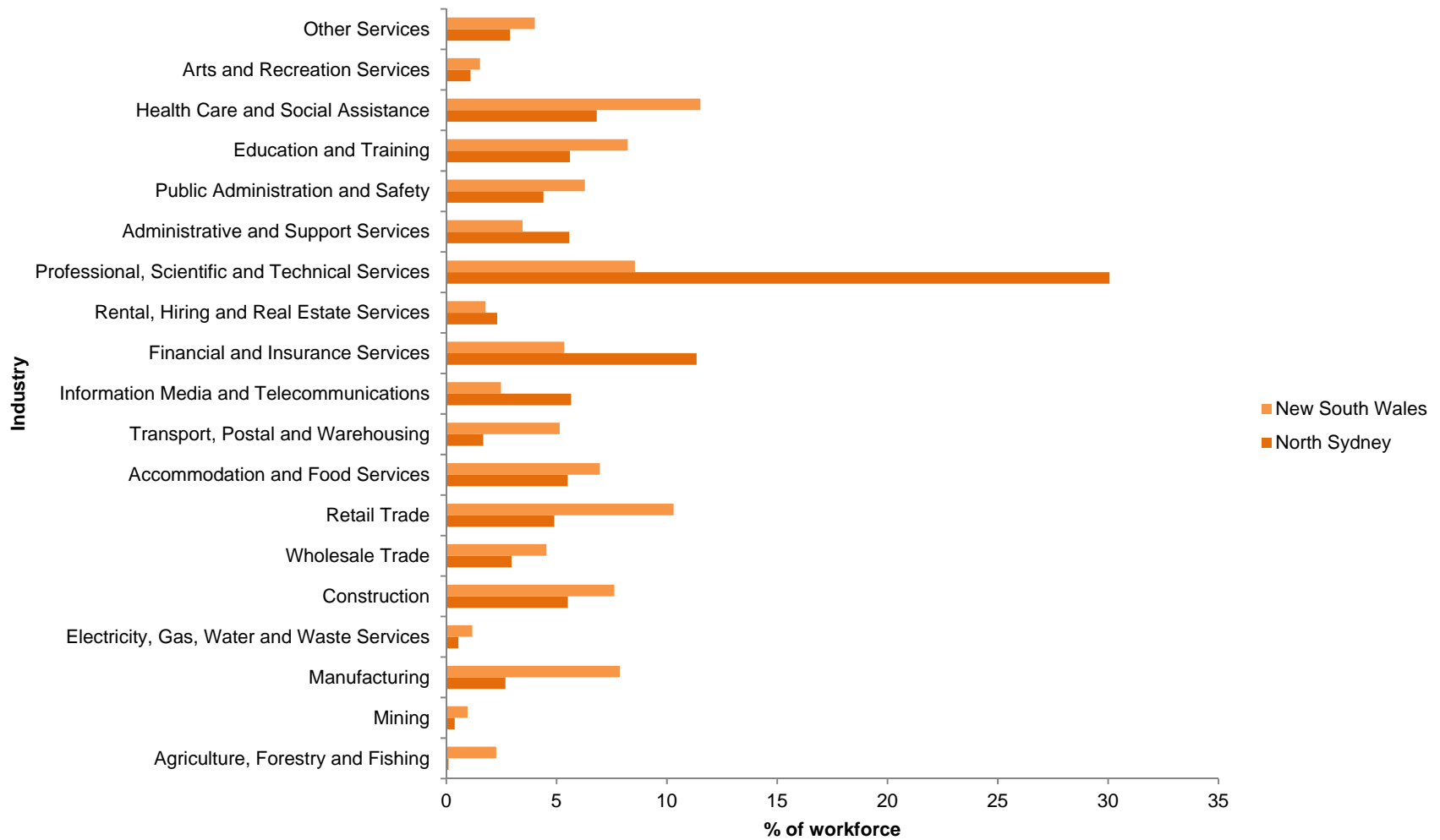
The largest changes in the jobs held by the workforce between 2012 and 2017 in North Sydney were for those employed in:

- accommodation and food services (+1,065 people)
- health care and social assistance (+956 people)
- retail trade (+891 people)
- professional, scientific and technical services (+678 people)

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

Figure 34: Employment by industry 2015/16



Source: National Economics (NIEIR)

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

Figure 35 shows the industry distribution of employment for workers who work within the North Sydney LGA, North Sydney CBD and Sydney.

Workers that work within the North Sydney LGA and specifically within the North Sydney CBD are more likely to work in white collar professions compared to the Sydney average. The key workforce areas for North Sydney include people working in professional, scientific and technical services; financial and insurance services; and information media and telecommunications sectors. The North Sydney CBD also hosts a significant proportion of workers in administrative and support services.

In North Sydney, professional, scientific and technical services is the largest employer generating 26,589 full time equivalent jobs in 2013/14.

The three largest industries are professional, scientific and technical services (26,589 FTEs or 32.6%); financial and insurance services (10,099 FTEs or 12.4%) and information media and telecommunications (5,190 FTEs or 6.4%).

These three industries accounted for 41,878 people in total or 51.3% of the workforce.

In comparison, NSW employed 9.2% in professional, scientific and technical services; 5.9% in financial and insurance services; and 2.8% in information media and telecommunications.

Figure 35: North Sydney Workers' Industry of Employment 2011

Industry	North Sydney LGA Workers (%)	North Sydney CBD Workers (%)	Sydney Workers (%)
Professional, Scientific and Technical Services	9	28	10
Financial and Insurance Services	5	22	7
Information Media and Telecommunications	5	3	3
Administrative and Support Services	5	6	3
Construction	5	4	6
Public Administration and Safety	5	6	6
Health Care and Social Assistance	5	5	11
Retail Trade	5	3	10
Manufacturing	5	2	9
Wholesale Trade	5	5	6
Education and Training	5	2	8
Transport, Postal and Warehousing	5	3	5
Accommodation and Food Services	5	3	6
Inadequately described	5	2	1
Other Services	5	3	4
Rental, Hiring and Real Estate Services	4	2	2
Not stated	4	1	1
Arts and Recreation Services	4	0	2
Electricity, Gas, Water and Waste Services	3	1	1
Mining	3	0	0
Agriculture, Forestry and Fishing	1	0	0

Source: Journey to Work 2011 Bureau of Transport Statistics; Urbis

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

○ Commercial Development

Progress Status: Previous data not available

\$684 million

was the total value of commercial construction in North Sydney in 2016.

□ Commercial Vacancy Rates

Progress Status: ● On track

7%

was the vacancy rate for the North Sydney office market. Vacancy rates provide an indication of market demand for commercial office floor space across Sydney CBDs. Figure 36 provides a comparison of office market vacancy for North Sydney CBD and Crows Nest/St Leonards from January 2012 to January 2017.

Office vacancy rates are low. In 2017, the overall North Sydney CBD office vacancy rate was at 7.1% compared with 7.2% recorded in 2012.

The North Sydney office market vacancy rose from 7% in January 2012 to 11% in January 2014. The increase vacancy reflects the impact of typical tenant movements across a number of segments. This rise in vacancy in North

△ Control ○ Influence □ Interest

Sydney was reversed in July 2014 decreasing to 7.1% in January 2016. This was due to the large number of withdrawals due to redevelopment opportunities for residential change of use.

St Leonards/Crows Nest CBDs is one of the weakest of the CBDs having a vacancy rate of 10.5%. However, this has decreased from 13.0% over the period.

Figure 36: Commercial vacancy rates

Office market	Vacancy rate Jan 2017 (%)	Vacancy rate Jan 2012 (%)
North Sydney CBD	7.1	7.2
Crows Nest/ St Leonards	10.5	13.0

Source: Property Council of Australia Office Market Report

Data on retail occupancy and vacancy rates was not available.

○ Place of Residence and Place of Work

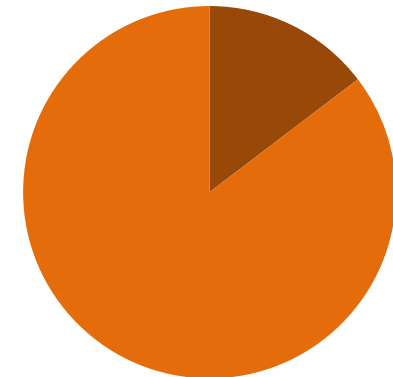
Progress Status: Previous data not available

14.7%

or 9,665 of the 65,921 people who work in North Sydney also live in the area.

Figure 37: Residential location of workers, 2011

- Live and work in the area
- Work in the area, but live outside



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

Figure 38: Residential location of workers by LGA, 2011

LGA	Number	%
North Sydney	9,665	15
Warringah	3,914	6
Sydney	3,873	6
Willoughby	3,827	6
Ku-ring-gai	3,526	5
Hornsby	3,379	5
Ryde	2,200	3
Lane Cove	1,885	3
Randwick	1,773	3
Mosman	1,686	3
Manly	1,636	2
Marrickville	1,559	2
Leichhardt	1,371	2
Waverley	1,246	2

● On track ● Not on track ● Off track ● No change

Rockdale	1,045	2
Canterbury	998	2
Pittwater	998	2

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

Figure 39 below shows where workers who work within North Sydney LGA live.

A significant proportion of North Sydney workers reside on the North Shore or Northern Beaches, within relatively close proximity to their place of work. This demonstrates that better employment outcomes in North Sydney LGA generate greater employment opportunities for not only local residents, but also those in the broader region.

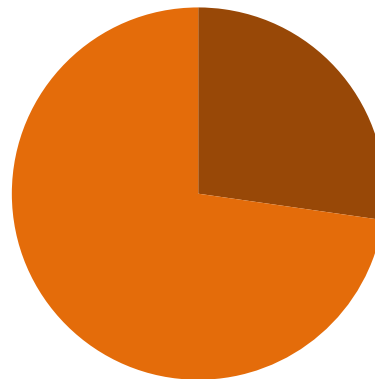
Figure 39: North Sydney workers' place of residence 2011

North Sydney LGA Workers - Place of Residence		
LGA	Number	%
North Sydney	10,436	14
Sydney	4,895	7
Warringah	4,374	6
Willoughby	4,363	6
Ku-ring-gai	3,968	5
Hornsby	3,825	5
Ryde	2,502	3
The Hills Shire	2,278	3
Lane Cove	2,160	3
Parramatta	2,116	3
Balance	33,708	45
Total	74,625	100

25,709 or 68.0% of North Sydney Council areas employed residents who work travel outside of the area to work.

Figure 40: Employment location of residents, 2011

- Live and work in the area
- Live in the area, but work outside



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

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Direction 4: Our Social Vitality

Where do we want to be in 2023?

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

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

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

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

The community enjoys an active and healthy lifestyle. Accessible health services and increase in the availability of programs especially for youth and older persons contribute to improvements in community

health and connectedness. North Sydney is a community where the socially isolated, disadvantaged and residents under stress are cared for.

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

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

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

Summary of Progress Towards Outcomes

Direction 4: Our Social Vitality	
Outcome 4.1 Connected community	
Outcome 4.2 Diverse community	
Outcome 4.3 Enhanced arts and cultural programs	
Outcome 4.4 North Sydney's history is preserved	
Outcome 4.5 Lifelong learning and volunteering is encouraged	
Outcome 4.6 Library services meet learning and leisure needs	
Outcome 4.7 Active and healthy community	
Outcome 4.8 Enhanced access to community services	
Outcome 4.9 Safe community	
Outcome 4.10 Approved affordable housing	

△ Control ○ Influence □ Interest

 On track  Not on track  Off track  No change

□ Life Expectancy

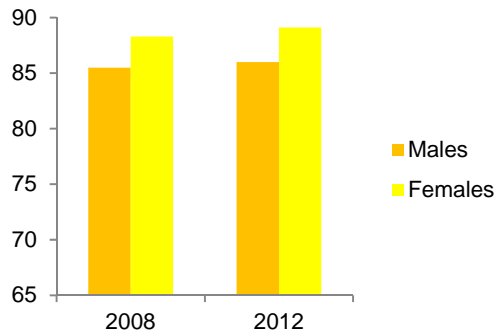
Progress Status: Previous data not available

87.7 years

was the average life expectancy for the North Sydney population in 2012. The life expectancy of North Sydney's population is increasing. For males it increased from 85.5 years (at age 65 years) to 86 years (at age 65 years) and for females from 88.3 years to 89.1 years (Figure 41).¹⁷

Life expectancy of males and females in North Sydney is largely on par with the NSW average.

Figure 41: North Sydney life expectancy at age 65 (in years) by gender 2008 to 2012



Source: Australian Bureau of Statistics 2011 Census

¹⁷ Northern Sydney Local Health District level 2012

○ Participation in Physical Activity

Progress Status: ● On track

60.5%

was the percentage of residents taking part in adequate physical activity. This increased slightly from 60% in 2012 (Health Stats NSW 2012 and 2014).¹⁸ This is higher than the NSW average (55.2%).

□ Mortality Rates

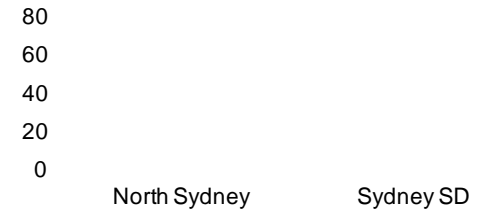
Progress Status: Previous data not available

31.6

was the rate of annual avoidable deaths per 100,000 residents, lower than the NSW rate of 70.6. The main causes of potentially avoidable deaths included cardiovascular disease (92.8 per 100,000) and diabetes (12.5 per 100,000).

¹⁸ Northern Sydney Local Health District level 2012 and 2014

Figure 42: Avoidable mortality rate per 100,000, North Sydney, 2011



Source: Australian Bureau of Statistics, Deaths, 2011

□ Self-Reported Health

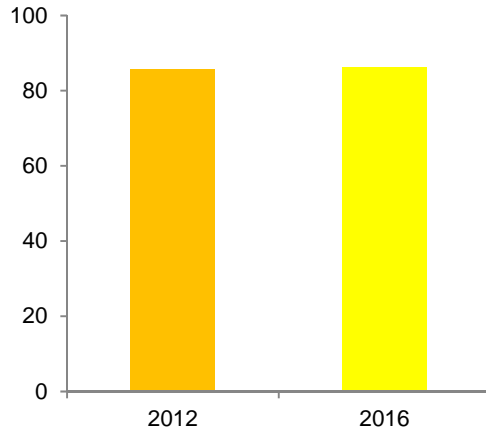
Progress Status: ● Not on track

86.4%

was the proportion of the North Sydney population in 2016 that reported their health as excellent, very good or good instead of bad, fair or poor compared to 86.7% in 2012. This is above the rate for all Local Health Districts of 80.0%.¹⁹

¹⁹ Northern Sydney Local Health District

Figure 43: Excellent, very good or good health, % of people aged 16 years and over, North Sydney, 2012 to 2016



Source: NSW Population Health Survey, Centre for Epidemiology and Evidence, NSW Ministry of Health

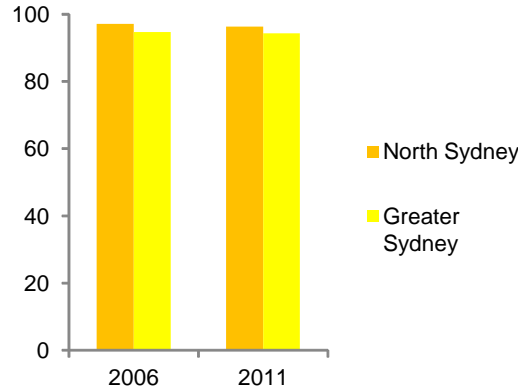
○ Employment Rate

Progress Status: Previous data not available

96.3%

was the percentage of residents who are employed in 2016 which dropped marginally during the last four years from 97.1% in 2012. The gap between North Sydney and Greater Sydney is not significantly wide, remaining at around 2% (Figure 44).

Figure 44: Employment, North Sydney and Greater Sydney



Source: Australian Bureau of Statistics 2006 and 2011 Census

ⁱ Refers to persons aged 15 years and over

□ Earnings

Progress Status: Previous data not available

\$2,360

was our median weekly household income, an increase of \$588 (33%) since 2012. This was higher than the Sydney SD median (\$1,750). 40% of households earn incomes of \$3,000 or more per week (Australian Bureau of Statistics 2016 Census).²⁰

²⁰ Gross

□ SEIFA Index

Progress Status: Previous data not available

1104.8

was the score (10th decile in NSW) attained by North Sydney on the SEIFA Index of Relative Socioeconomic Disadvantage (Australian Bureau of Statistics, Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2011). This score is regarded as high, indicating a low concentration of disadvantage in North Sydney.

□ Early Childhood Development

Progress Status: ● On track

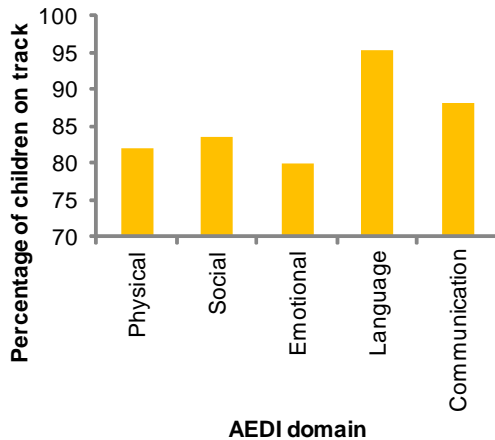
4.5%

of all children in North Sydney are considered vulnerable, and may face particular challenges in any of the five Australian Early Development Index (AEDI) developmental domains including: physical health and wellbeing, social competence, emotional maturity, school based language and cognitive skills and communication skills and general knowledge.²¹

²¹ Vulnerable on two or more domains of the AEDC

Figure 42 below compares the progress of North Sydney’s children across the five Australian Early Development Index (AEDI) developmental domains. The domain where the greatest proportion of North Sydney children are considered ‘on track’ (i.e. not developmentally at risk or developmentally vulnerable) were language and cognitive skills (95.4% of children).

Figure 45: Children developmentally on track, North Sydney, 2015



Source: Australian Early Development Census, 2015

Post School Qualifications

Progress Status: Previous data not available

66.8%

or 32,836 people in North Sydney had a tertiary qualification (Australian Bureau of Statistics 2011 Census), with the vast majority of these being a Bachelor’s Degree or higher.²²

The proportion of residents holding bachelor degrees in North Sydney (49.2%) was well above the Sydney SD (24.1%).

Housing Affordability

Progress Status: Off track

15.3%

of households are spending more than 30% of their gross weekly household income on rent in 2017 compared to 14.2% in Greater Sydney (Australian Bureau of Statistics 2016 Census).

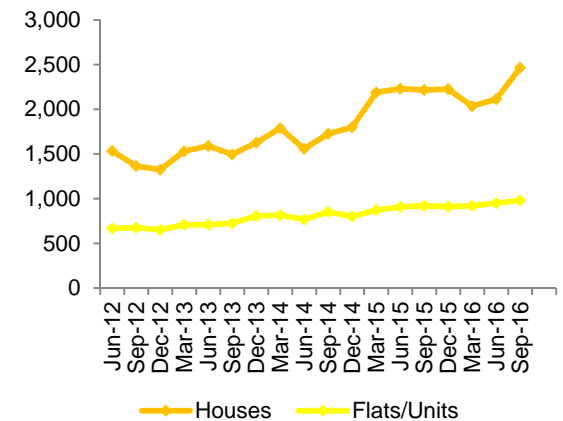
Thirty percent or more of net income spent on housing is usually indicative of financial stress on households.

²² Refers to persons aged 15 years and over

\$2.5m

was the median sales price of a separate house in North Sydney in September 2016. \$1.1 million was the median sales price of a flat/unit in North Sydney in September 2016. The median sale price of houses and flats/units in North Sydney increased between 2012 and 2016 (Figure 46).

Figure 46: Median Sale Price, North Sydney, 2012 to 2016



Source: Housing NSW Rent and Sales Report

There has been an increase in median house and flat/unit prices of 8.7% over the 12 month period from September 2015 to September 2016.

The median house and flat/unit prices are more than the Greater Sydney average.

The ratio of affordable housing as a proportion of total housing within North Sydney remained relatively unchanged from 13.5% in 2012 compared to 14.1% in 2013 (Centre for Affordable Housing and North Sydney Council Housing Needs Background Report 2013).

Ethnic Diversity

Progress Status: N/A. Indicator for information only

20.8%

or 12,950 residents in 2016 were from countries where English is not the first language (ABS, Census of Population and Housing 2011). This rate is lower than the Sydney SD average of 26.3%.

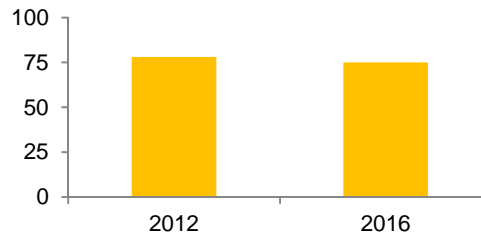
Sense of Community

Progress Status: On track

75%

of residents felt that they had a sense of community in 2016 down slightly from 78% in 2012.

Figure 47: Sense of community



Source: North Sydney Customer Satisfaction Survey 2016

Crime

Progress Status: On track

1,197

was the number of recorded major offences in North Sydney in 2016 compared to 2,498 in 2012.

The rate of personal crime in North Sydney per 100,000 population has fluctuated, but overall has shown a downward trend between 2012 and 2016.

Personal crime includes domestic violence, assaults, sexual assault and robbery. A total of 385 personal crimes were reported across North Sydney in 2016 compared to 370 in 2012.²³ (Bureau of Crime Statistics and

²³ Bureau of Crime Statistics and Research 2015, NSW Recorded Crime Statistics 2012-2015, Bureau of Crime

Research 2012-2015) (Figure 48).

The rate of property crime in North Sydney per 100,000 population has fluctuated, but overall has been stable, between 2012 and 2016.

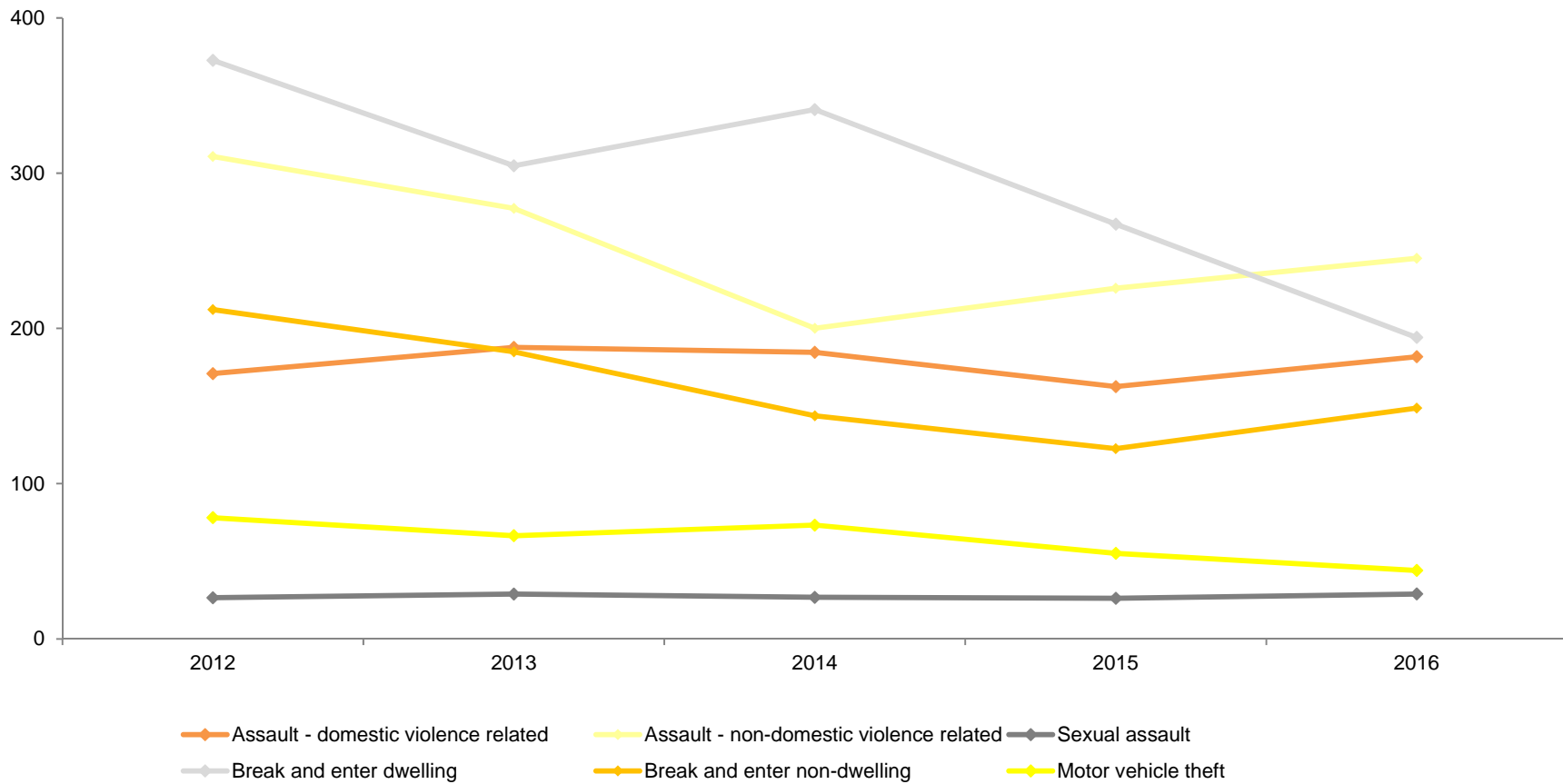
Property crime includes 'break and enter' and motor vehicle theft. In 2016 there were 169 fewer incidents of property crime than in 2012. Comparing the prevalence of these crimes within North Sydney, 'break and enter' ranked 119th and motor vehicle theft ranked 131st out of the other 139 LGAs within NSW.²⁴

Note: Caution must be exercised when analysing crime data. Incidence figures are for crimes reported to NSW Police. Changes or fluctuations in crime rates may be affected by changes in reporting by the public, recording practices by the police as well as changes in the levels of offending.

Statistics and Research, Sydney.

²⁴ LGAs with populations with lower than 3,000 are excluded from rankings because rate calculations for these areas are very sensitive to small changes in population sizes and the number of incidents recorded. Rate calculations should also be treated very cautiously for LGAs that have high visitor numbers relative to their residential population. This is because rate calculations are based on estimated residential population and no adjustment has been made for the number of people visiting each LGA per year.

Figure 48: Rate of personal and property crime, per 100,000 population North Sydney, 2012 to 2016

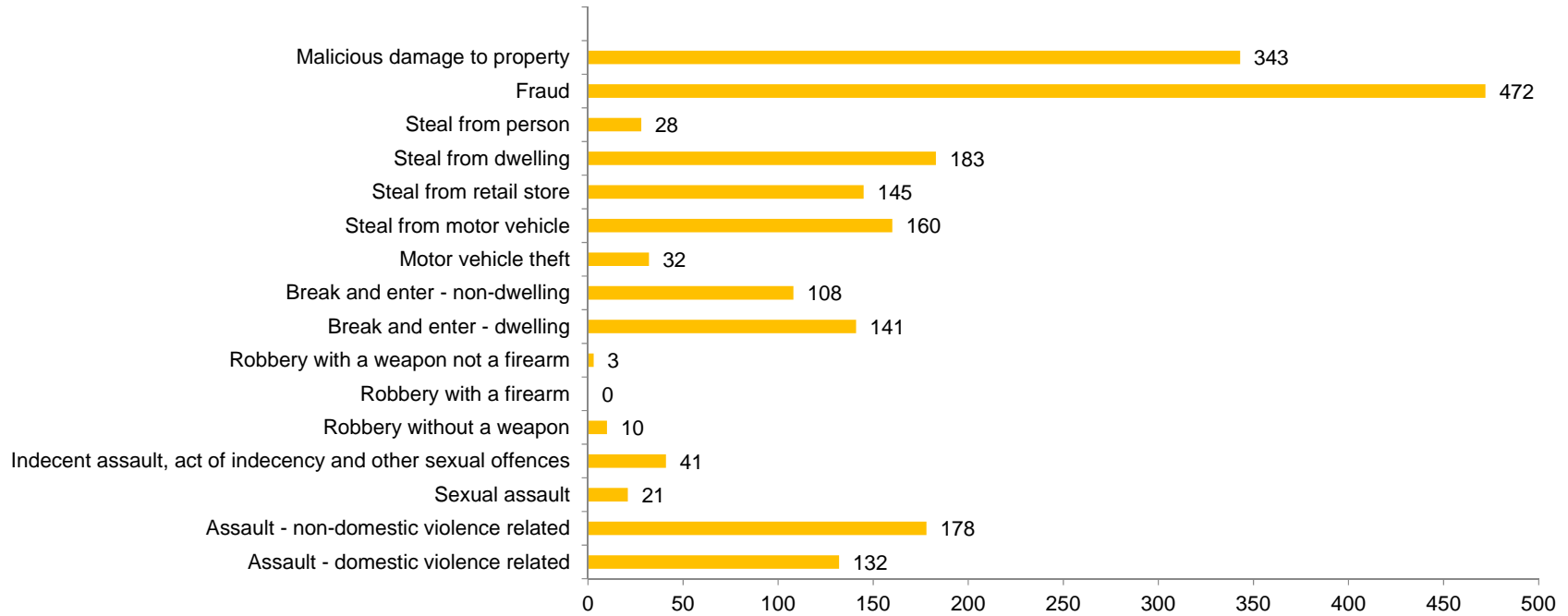


Source: NSW Bureau of Crime Statistics and Research, 2016

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

Figure 49: Total number of crimes, selected major offences, North Sydney, 2016



Source: NSW Bureau of Crime Statistics and Research, 2016

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

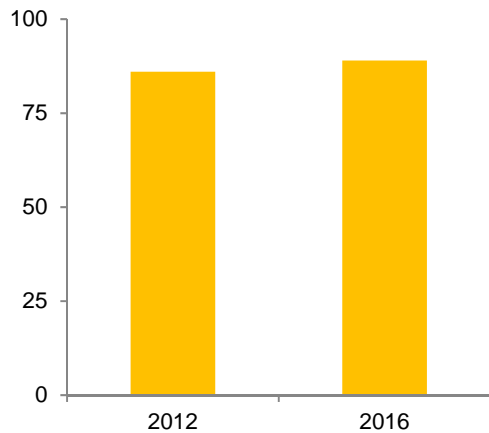
○ **A Place Where People Feel Safe**

Progress Status: ● On track

89%

was the proportion of residents who feel safe in North Sydney. This is an increase from the percentage recorded in 2012 (86%).

Figure 50: Perceptions of safety, North Sydney



Source: North Sydney Customer Satisfaction Survey 2016

○ **Volunteering**

Progress Status: ● No change

21.5%

of all adults in North Sydney are engaged in voluntary work (Australian Bureau of Statistics, Census of Population and Housing 2016). This is higher than the state average of 18.1%.²³

In North Sydney, there was an increase in the number of volunteers from 10,920 in 2011 to 12,694 in 2016.

△ **Provision of Children’s Services**

Progress Status: ● On track

43%

was residents’ satisfaction with Council’s provision of children’s services in 2016, with 12% being ‘very satisfied’. This has increased from 35% in 2012.

○ **Childcare**

Progress Status: Previous data not available

0.6

was the ratio of childcare places to population of children aged 0-5 years resident in North Sydney.

○ **Primary School Places**

Progress Status: Previous data not available

0.6

was the ratio of primary school places to population of primary aged children resident in North Sydney.

○ **Aged Care**

Progress Status: ● Not on track

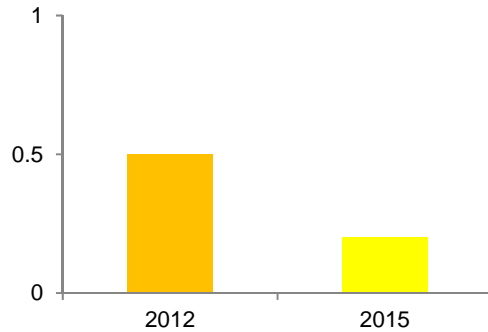
0.2

was the ratio of aged care places per 1,000 older residents decreased from 0.5 in 2012 to 0.2 in 2016.^{24 25 26}

²³ Refers to persons aged 15 years and over

²⁴ Operational aged care places

Figure 51: Aged care places per 1,000 population aged 70 and over, various types, North Sydney, 2012 to 2015



Source: Australian Government Department of Health Aged Care Data as at 30 June 2015

△ Recreation Facilities Use

Progress Status: Previous data not available

82%

was the satisfaction level with Council's recreational facilities in 2016, with 28% being 'very satisfied'.

Council's 2016 Customer Satisfaction Survey

²⁵ Defined as aged 70 and over for non-indigenous people and over 50 for Indigenous Australians

²⁶ Includes Neutral Bay-Kirribilli, North Sydney-Lavender Bay and St Leonards-Naremburn

indicated that users ranked satisfaction with Council's recreational facilities very highly (4th most satisfied service out of 23).

△ Library Use

Progress Status: ● On track

93%

was the satisfaction level with Stanton Library services in 2016. This view has remained stable since 2012.

30.6% of the total resident population in 2014, were a member of Stanton Library.²⁷

△ Olympic Pool

Progress Status: ● On track

83%

was residents' satisfaction with North Sydney Olympic Pool in 2016, with 13% being 'very satisfied'. This has increased from 55% in 2012.

²⁷ State Library of New South Wales 2014

△ Community Centres and Facilities

Progress Status: ● On track

64%

was residents' satisfaction with community centres and facilities in 2016, with 17% being 'very satisfied'. This has increased from 61% in 2012.

△ Arts and Culture

Progress Status: Previous data not available

64%

was residents' satisfaction level with the range of arts and cultural experiences in North Sydney in 2016, with 16% 'very satisfied'.

△ Community Events

Progress Status: Previous data not available

74%

was residents' satisfaction with Council run community events in 2016, with 23% being 'very satisfied'.

△ **Public Art**

Progress Status: Previous data not available

51%

was residents' satisfaction with the range of public art in North Sydney in 2016, with 13% being 'very satisfied'.

○ **Road Safety**

Progress Status: ● On track

0

was the number of road traffic fatalities in 2016.

Figure 52 shows the crashes involving injury and non-injury and casualties in North Sydney since 2012.

A total of 175 people were injured or killed on North Sydney roads in 2016.

A total of 153 people were injured on North Sydney roads in 2016 (Figure 52).

Between 2012 and 2016, the highest recorded number of road fatalities was a total of 3 recorded in 2015.

Between 2012 and 2016, the lowest recorded number of road crash injuries was a total of 136 in 2014, while the highest number was a total of 166 recorded in 2013.

A total of 761 people were injured on North Sydney roads from 2012 to 2016. A total of 7 people have died on North Sydney roads between 2012 and 2016.

Figure 52: Crashes, casualties, degree of crash and degree of casualty in North Sydney local government area²⁸

Year	Degree of crash			Total crashes	Degree of casualty		Total killed and injured
	Fatal	Injury Crash	Non-casualty crash		Killed	Injured	
2016	0	153	62	215	0	175	175
2015	3	153	64	220	3	173	176
2014	2	136	130	268	2	161	163
2013	2	166	155	323	2	194	196
2012	0	153	156	309	0	176	176

Source: Roads and Maritime Services, Road Traffic Crashes in NSW

²⁸ 2016 data is preliminary and subject to change

△ Control ○ Influence □ Interest

● On track ● Not on track ● Off track ● No change

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Direction 5: Our Civic Leadership

Where do we want to be in 2023?

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

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

North Sydney is a leader in innovative strategies for partnering with the community in planning, service delivery and decision making. The community is encouraged to take an active interest in the issues of North Sydney. Information is managed and coordinated effectively as well as being available in real time.

Council continues to address sustainability within its planning, reporting and decision making processes by considering the environmental, social, economic and








governance implications across all Council activities.

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

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

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

Summary of Progress Towards Outcomes

Direction 5: Our Civic Leadership	
Outcome 5.1 Sustainable future	
Outcome 5.2 Financial stewardship	
Outcome 5.3 Ethical, open and transparent decision making	
Outcome 5.4 Improved community awareness	
Outcome 5.5 Customer focused	
Outcome 5.6 Employer of choice	
Outcome 5.7 Business continuity	

△ Control ○ Influence □ Interest

 On track  Not on track  Off track  No change

△ Council Service Delivery

Progress Status: ● On track

84%

was residents' satisfaction level with Council's service delivery in 2016, with 36% being 'very satisfied'. This has decreased slightly from 85% in 2012.

65% was businesses' satisfaction level with Council's service delivery in 2016, with 22% being 'very satisfied'. This has decreased from 75% in 2012.

△ Community Awareness of the Vision

Progress Status: ● No change

23%

of residents and 20% of businesses in 2016, had an awareness of the Vision. This has remained stable for both residents and businesses since 2012.

△ North Sydney Strategic Direction

Progress Status: ● On track

△ Control ○ Influence □ Interest

51%

of residents and 56% of businesses were satisfied with North Sydney's strategic direction in 2016. This has remained stable for residents and increased from 47% for businesses in 2012.

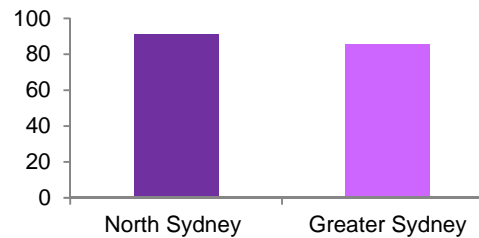
□ Internet Access

Progress Status: Previous data not available

91.5%

of households in North Sydney had a broadband, dial up or another type of internet connection in 2016 compared with the Sydney SD rate of 85.6%.

Figure 53: Household internet connections, North Sydney, 2016



Source: Australian Bureau of Statistics 2016 Census

ⁱ Refers to households

△ Communications from Council

Progress Status: ● On track

75%

was residents' satisfaction with communications from Council in 2016, with 24% being 'very satisfied'. This has increased from 67% in 2012.

65% was businesses' satisfaction with communications from Council in 2016, with 16% being 'very satisfied'. This has increased from 56% in 2012.

△ Community Engagement

Progress Status: ● On track

75%

of residents and 48% of businesses were satisfied with North Sydney's community engagement in 2016. This has increased from 67% for residents and remained stable for businesses in 2012.

● On track ● Not on track ● Off track ● No change

△ Awareness of Precinct System

Progress Status: ● Not on track

45%

of residents and 30% of businesses had an awareness of the Community Precinct System in 2016. This has decreased from 53% for residents and increased from 24% for businesses in 2012.

△ Operating Performance Ratio

Progress Status: ● On track

1.96%

was Council's operating performance ratio in 2015 compared to 0.26% in 2012. This indicator measures the extent to which revenue raised covers operational expenses. A positive ratio indicates that rates collected are sufficient to cover operational expenditure while helping to fund proposed capital expenditure. At 1.96 per cent, it was above the breakeven position of 0 per cent for the first time in three years.

△ Unrestricted Current Ratio

Progress Status: ● On track

3.3

was the unrestricted current ratio in 2016 compared to 2.86 in 2012. This indicator is a measure of a Council's ability to meet its financial obligations such as paying for goods and services supplied. It assesses the level of liquidity and the ability to satisfy obligations as they fall due in the short term. It is generally accepted that a ratio above 1:5 is satisfactory, meaning that Council has liquid assets that can meet short term liabilities as they fall due. This indicates that Council has more than adequate capacity to meet its obligations in the short term for its unrestricted activities.

△ Building and Infrastructure Renewal Ratios

Progress Status: ● On track

173%

was the building and infrastructure renewal ratio in 2015. The benchmark for this ratio is 100%. Council's ratio has increased above 100%, meaning that, during 2015 sufficient funds were allocated to the renewal of Council's building and infrastructure assets to

offset the amount by which they depreciated.

△ Debt Service Ratio

Progress Status: ● On track

62.4

was the debt service ratio in 2016. This indicator assesses the degree to which revenues from continuing operations are committed to the repayment of debt. The net surplus was sufficient to cover annual interest repayments 62.4 times, well above the industry benchmark of a minimum of two times.

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Where to From Here

As Council's most important document, the Community Strategic Plan 2013-2023 is the basis for our long term planning. It informs all major decisions and activities. Community members, other levels of government, educational institutions, religious bodies, neighbouring councils, private business and non governmental organisations are all warmly invited to get involved in creating such a future. If you or your organisation, community group or committee want to help to achieve the North Sydney community's long term vision, you can do the following:

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

- talk to your local councillor about the Community Strategic Plan and activities happening in your local area.
- visit the website of North Sydney Council (www.northsydney.nsw.gov.au) to view the various opportunities available for you to contribute.

This performance report will be conducted every four years and the result will be compared with the previous End of Term Report. The sustainability indicators, identified for each of our directions will be measured and our movement toward or away from our Vision will be reported.

At the beginning of each Council term, the Councillors and staff will prepare a new set of targets for that term. These milestones will guide us toward 2023. Your contributions in assessing our performance and establishing the targets will be vital to keep us on track. If you or your group or agency has a community sustainability success story, tell us by emailing council@northsydney.nsw.gov.au. For more information, or to provide feedback, write to the General Manager, North Sydney Council, PO Box 12, North Sydney NSW 2059 or email council@northsydney.nsw.gov.au.

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Appendix 1: Terms Used in this Report

In the context of this End of Term Report the following definitions apply:

ABS

Australian Bureau of Statistics

Advocate

A stakeholder acts as an advocate when they make representations on behalf of the community to a range of organisations such as other levels of government.

Affordable Housing

Low cost housing for sale or rent, often provided by a housing association.

Annual Report

The annual review of Council's performance as measured against the Operational Plan.

Assault

Offence classification comprising incidents involving intentional physical harm or threat of immediate intentional physical harm. Assault can be either domestic violence related or non domestic violence related.

Asset

A facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

Average annual income

The average wage or salary income in a particular financial year, as reported on an individual's income tax return.

Baseline

Data that represents an initial measurement of performance. Baseline data is often collected to measure the incremental change or improvement over time of specific outcomes or indicators.

Benchmark

A benchmark is a level of achievement against which organisations can measure their own progress. Benchmarks may be used for comparisons of organisational processes or results against an internal or external standard.

Biodiversity

The diversity of plant and animal life in a particular habitat (or in the world as a whole).

BOSCAR

Bureau of Crime Statistics and Research

Break and enter

Offence classification involving unauthorised forcible entry into a property involving deliberate removal of obstacles e.g. a door or lock.

Broadband connection

An 'always on' Internet connection, including ADSL, cable, wireless and satellite internet, where the access (download) speed is equal to or greater than 256 Kilobits per second.

CALD

Culturally and Linguistically Diverse

Carbon emissions

Carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

Casualty

Person injured or killed in an accident.

CBD

Refers to the Central Business District in the suburb of North Sydney, which is the economic centre of the North Sydney local government area.

Civic Leadership

In the IPR Framework the fourth element in quadruple bottom line, known as 'governance' is described as "civic leadership"; this term has been chosen to indicate it relates not only to the way that Council will interact with the CSP, but also the way that members of the community might become involved in delivering some of the plan's objectives.

CO2

Carbon dioxide

Commercial centre

An area where the majority of town planning uses permitted are offices, commercial businesses and retail premises.

Communication skills and general knowledge

One of five AEDI domains, looking at a child's ability to communicate with both adults and children, narrate a story and sufficiently articulate themselves.

Community

Broadly refers to any specific socially or geographically defined sectors of the North Sydney community that may have an interest in or be affected by the workings of Council. These may include residents and ratepayers/land owners, business owners and operators, people who work in the local government area, visitors (including tourists and shoppers), government agencies, users of Council services, local community groups and associations (including sporting, church and charity groups).

Community consultation/engagement

The process of purposeful and timely information exchange between the Council and the community, where input/feedback is gathered through consultation mechanisms is taken into consideration in Council's decision making processes. Community consultation in developing the CSP and Delivery Program is a prerequisite of the plans.

Community Strategic Plan

The Community Strategic Plan (CSP) is the highest level plan that a council is required to prepare. The CSP outlines the goals, objectives and strategies for achieving the long term vision for North Sydney. The CSP guides decision making and resource allocation to achieve the vision. The CSP covers a 10 year outlook and is reviewed every four years.

Council

Describes North Sydney Council.

Councillors

The elected representatives of Council.

Couple family

Family comprising two people of any gender who are married or in a defacto relationship, share a social, economic and emotional bond and reside in the same dwelling. They may or may not have children and/or other related individuals residing with them.

Customer Satisfaction Survey

The results of qualitative and quantitative research undertaken to ascertain customer satisfaction with a number of aspects of Council's service provision. Conducted biennially.

DCP

Development Control Plan

Delivery Program

A plan that complies with the relevant provisions of the Local Government Act 1993 and identifies Council's strategic direction and objectives for at least four years into the future. It summarises the projects, performance measures and resources required to deliver these activities for the years of the plan.

Dependent

The ratio of those not of working age (under 15 years and over 64 years) to those of working age (15 to 64 years).

Developmentally vulnerable

As measured in the AEDI, a child who shows vulnerability in one or more of the developmental domains, which are: physical health and wellbeing; social competence; emotional maturity; language and cognitive skills; and communication skills and general knowledge.

Dial up connection

An Internet connection that utilises the telephone network to establish and maintain a dialled connection to the Internet. Usually slower than a broadband connection.

Directions

Represent the major challenges and opportunities that the community has identified as needing to be addressed in North Sydney. Directions describe the five primary areas Council is focused on to achieve the community's vision. However, they do not set specific milestones or determine ways to get there. The Directions are reviewed every four years.

Disability

A physical or intellectual impairment lasting (or

likely to last) at least six months, that limits an individual's everyday activities.

Diversity

Variety in people and community members, of different ages, origins, backgrounds, sexes, religions and culture.

Dwelling

Separate living quarters with a private entrance. Includes houses, flats, caravans, houseboats, living quarters connected to an office or retail space, and tents. Excludes hostels, hotels, hospitals, prisons, non self contained aged care accommodation, child care institutions and boarding houses.

Eco

Economic

Ecosystems

A specific area of size in which climate, landscape, animals and plants share the same habitat. Ecosystems can be permanent or temporary.

Emotional maturity

One of five AEDI domains, looking at a child's ability to concentrate, help others, display patience and not become aggressive or angry.

Employed person

An individual aged 15 years or over working for a wage, salary or profit, including those on leave or otherwise temporarily absent, or providing unpaid labour in a family business.

Endangered (species)

One classification under threatened species. An endangered species is at risk of extinction either because it is few in number or because of its changing environment.

Env

Environmental

ESD

Refers to Ecologically Sustainable Development, which is using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, not and in the future, can be increased.²⁸

Family household

Consisting of two or more persons, where at least one person is aged 15 years or above, who are related (by blood, registered or de facto marriage, step, adoption or fostering) and residing in the same household.

²⁸ National Strategy for Ecologically Sustainable Development (NSED) 1992.

Full time (employment)

Where an individual works a total of 35 hours per week or more, either in a single job or in multiple jobs.

FTE

Full time equivalent

Funder

Contribute funds and/or resources towards a project or service that is delivered with other parties which help to achieve the objectives for North Sydney. Council's funding role includes funding of core business and providing financial assistance to a range of organisations for various projects and programs through grants.

Goal

What needs to be achieved in the longer term in order to achieve the community vision. A goal is broad. Goals are broken down into more precise, focused objectives. It states *what* is to be achieved but not *how* it is to be achieved.

Gov

Governance

Governance

The values, policies and procedures a council

and its staff adopt, to provide ethical, transparent and accountable local governance.²⁹

Government

For the purposes of the End of Term Report, government means all levels of government, that is, Federal, State and Local Government.

Greenspace

All vegetated land within the local government area, including bushland and natural areas, parkland and sportsfields, road verges and traffic islands, backyards, courtyards, gardens and plazas.

Gross Regional Product

The total market value of goods and services produced in North Sydney after deducting the cost of goods and services used up in the process of production, but before deducting consumption of fixed capital.

Household

Involves one or more persons who usually reside in the same dwelling, where at least one individual is aged 15 years or over, and who make common provision for daily necessities such as food.

Household income

The total income of a household, calculated as the sum of the incomes of each household member.

Housing cost

Rent or mortgage repayments for a private dwelling, or site fees for a caravan or manufactured (mobile) home, but excluding rates, maintenance and other fees.

Housing stress

Defined as when the cost of housing is greater than 30% of the total household income before tax.

Indecent assault and acts of indecency

Offence classification involving acts committed that are sexual in nature and against socially acceptable behaviour. Indecent assault is where an act of indecency is committed as part on an assault.

Index of relative socio-economic advantage and disadvantage

An index to measure relative advantage and disadvantage, using a range of variables on the economic and social resources of individuals and households in a geographical area.

²⁹ Local Government Association of South Australia.

Indicator

A measurement that demonstrates progress or not towards a defined goal and/or target.

Indigenous (Australian)

A person who identifies as being of Aboriginal or Torres Strait Islander descent.

Infrastructure

The basic facilities required for the functioning of the community such as roads, drainage and parks. These assets are generally long lived, are fixed in place and often have no market value.

Integrated Planning and Reporting Framework

An approach to provide strategic direction and review our progress towards delivering identified priorities. North Sydney has an integrated approach to move toward sustainability.

Labour force

Comprises those employed, either fully or partially, and those who are unemployed and seeking work.

Labour force participation rate

For any group, the labour force is persons who are employed or unemployed; the labour force

participation rate is the labour force expressed as a percentage of the civilian population aged 15 or more in the same group.

Leader

Lead by example through best practice.

LEP

Local Environmental Plan, which is the plan determining the use, development and protection of land within the local government area of North Sydney.

Life expectancy

The average number of years a newborn can be expected to live, if the current death rate continued throughout their lifetime.

LGA

Refers to Local Government Area, the geographical area determined by council boundaries.

Local roads

The municipal road network which is maintained by North Sydney Council.

Lone person household

A household comprising only an individual who makes separate provision for his or her own necessities for living (including food), without combining with any other person as part of a

group household. The individual may live on their own or with others in a shared dwelling.

Low income household

A household with a gross weekly income of less than \$250.

Major offence

Classification of offences considered the most serious, including those in the categories of murder, sexual assault, indecent assault, act of indecency, assault, robbery, break and enter, motor vehicle theft, steal from motor vehicle, steal from retail store, steal from dwelling, steal from person, fraud and malicious damage to property.

Mission

The purpose of Council and what it should be doing and for whom it does it.

Native vegetation

Plants and plant communities (groups of plants growing together) that occur naturally in an area.

North Sydney

Describes the entirety of the North Sydney LGA.

NSROC

North Sydney Regional Organisation of

Councils

NSW

New South Wales

Open space

A spatial concept that typically includes parks, gardens, trails, habitat corridors, foreshore area, waterways, utility reserves, sportsgrounds and conservation areas.³⁰

Operational Plan

Annual Operational Plans document the services, projects and performance targets and measures that Council will undertake to contribute towards the goals, objectives and strategies set out in the CSP.

Outcome

Desired position to be achieved in the longer term

Owner/Custodian

Manage community assets including buildings, facilities, public space and reserves.

³⁰ Moran, J (2001), "Strategic Framework for Open Space Planning in Parks and Leisure Australia, Vol 4, No. 3.

Partner

Collaborator or associate engaged in the delivery of strategies, projects or programs which help to achieve the outcomes for North Sydney.

Partnering

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

Performance

The results of activities and progress in achieving the desired outcomes over a given period of time.

Physical health and wellbeing

One of the five AEDI domains, looking at a child's gross and fine motor skills, and ability to see to their own needs independently.

Physically active

Exercised through sport or recreation (including walking) in the fortnight prior to the survey or interview.

Policies

Statements of Council's principles in relation to a specific activity/issue.

Post school qualification

Recognised qualification gained after leaving school. Includes university degrees, non-degree qualifications, TAFE qualifications (Certificates I-V), trade qualifications, adult re-education courses of the length of one semester or greater.

Public housing

Subsidised, low cost housing provided by a government for low income individuals and families who cannot afford to rent privately.

Public transport

A type of transport that includes travel by public means such as bus, train, ferry and light rail (but not taxi).

Quadruple Bottom Line (QBL)

QBL is a reporting device and an approach to decision making (e.g. the use of reporting and decision making tools) to understand the social, environmental, economic and governance implications of decisions across council activities.³¹

Recreation

Activities that people undertake for enjoyment in their own free time; not based on formal

³¹ Adapted from ICLEI and City of Melbourne *Triple Bottom Line Toolkit* 2002

competition and/or organised administration; and that lack formal sets of rules.

Regulator

The stakeholder responsible for control and supervision of a particular activity or area of public interest. Council's regulatory role is to operate under and enforce a range of legislation.

Rental stress

Defined as when the rent for a household is greater than 30% of the total household income before tax.

Robbery

Offence classification comprising incidents involving the unlawful removal of property with violence or threat of violence. Divided into three classifications: with a firearm, with a weapon not a firearm and without a weapon.

SD

Refers to Statistical Division, the largest Australian Standard Geographical Classification unit, consisting of one or more SDDs.

SEIFA

Socio-Economic Indexes for Areas

Service Provider

Fully or partially fund and provide a service.

Services

The services Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.

Single parent family

A family unit consisting of a single parent with at least one child (dependent or non dependent) residing in the same household.

SLA

Refers to Statistical Local Area, the smallest Australian Standard Geographical Classification unit, except in Census years where the Census Collection District (CD) is the smallest unit, and one or more of these make up an SLA.

Soc

Social

Social capital

The benefits created through social networking and the building and maintaining of relationships, both with those in an individual's immediate social group (family, colleagues, peers) and those outside the immediate social group (neighbours, other members of the

community).

Social competence

One of the five AEDI domains, looking at a child's ability to play, get along with others, act in a socially acceptable manner and display self confidence.

Social inclusion

Where an individual is readily able to participate in the social, economic, political and cultural systems in which they desire to take part.

Stewardship

The management and/or care for resources of community resources.

Strategic

Having a carefully devised plan of action to achieve a goal, or possessing the skill of developing or carrying out such a plan.

Strategic direction

A broad statement of what the community would like to see happen in the long term. At North Sydney Council they are referred to as "Directions". They chart direction, show where the organisation is going, and point toward a broad destination. However, they do not set specific milestones or determine ways to get there.

Strategy

A way of achieving the objectives, goals or target. Each objective or goal will be supported by one or more strategies. Some strategies may support more than one objective or goal. A strategy should be achievable within a timeframe, measurable and resourced.

Streetscapes

The appearance of the street as a whole incorporating the road, kerb and gutter, verges, fences, trees and house frontages.

Sustainability

Providing the needs of the present community without compromising the ability of future generations to meet their own needs.

Sustainability Indicators

High level measures that measure progress toward achievement of goals, objectives and strategies. They are influenced by many factors outside of Council control. This measuring provides information for North Sydney as a whole.

Target

A realistic, attainable and quantifiable level of performance assigned to an activity or indicator to be attained at a specific future date, the attainment of which will indicate good performance in working towards the goals

identified in the CSP.

Trend

The movement or change in results in a general direction, usually upwards or downwards.

Threatened (species)

Used to describe a species of flora or fauna that is vulnerable to extinction, endangered, critically endangered, extinct in the wild or extinct.

Unemployed

Where an individual is not currently in employment or self employed, but is capable or work and is seeking employment. This does not include those outside the working age, students in full time study, single parents with dependents, primary carers of dependents (including people with a disability requiring a carer) or those who are unable to work due to a health problem, mental illness or disability. People who are unemployed are included in the labour force.

Values

The beliefs, commitments, principles and philosophies that underpin how Council conducts itself in carrying out its day to day business and guide Council's everyday decision making.

Vision

A statement articulating the desired future toward which the organisation is working. An image of where the community wants to be. It is a common picture of a community's environmental, social and economic future that is sufficiently long term to allow substantial change from past and current patterns. Focuses the attention and resources of Council on some desired future which can be visualised but not yet realised. It outlines what Council is committed to. All aspects of Council business should contribute towards achieving the vision.

Volunteers

People who willingly give unpaid help in the form of time, service or skills, through an organisation or group.

Wellbeing

A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.

Appendix 2: Index of Directions and Outcomes

Direction 1: Our Living Environment									
Outcome 1.1 Protected and enhanced ecosystems	Outcome 1.2 Quality urban greenspaces	Outcome 1.3 Healthy and clean local waterways	Outcome 1.4 Improved environmental footprint	Outcome 1.5 Open space and recreational facilities meet community needs					
Direction 2: Our Built Environment									
Outcome 2.1 Infrastructure and assets meet community needs	Outcome 2.2 Improved land use and quality development	Outcome 2.3 Vibrant and connected streetscapes and villages	Outcome 2.4 Heritage is preserved and valued	Outcome 2.5 Sustainable transport is encouraged	Outcome 2.6 Improved traffic management	Outcome 2.7 Improved parking options and supply			
Direction 3: Our Economic Vitality									
Outcome 3.1 Diverse, strong, sustainable and vibrant local economy	Outcome 3.2 North Sydney CBD is one of Australia's largest commercial centres	Outcome 3.3 North Sydney is a place that attracts events							
Direction 4: Our Social Vitality									
Outcome 4.1 Connected community	Outcome 4.2 Diverse community	Outcome 4.3 Enhanced arts and cultural programs	Outcome 4.4 North Sydney's history is preserved	Outcome 4.5 Lifelong learning and volunteering is encouraged	Outcome 4.6 Library services meet learning and leisure needs	Outcome 4.7 Active and healthy community	Outcome 4.8 Enhanced access to community services	Outcome 4.9 Safe community	Outcome 4.10 Approved affordable housing
Direction 5: Our Civic Leadership									
Outcome 5.1 Sustainable future	Outcome 5.2 Financial stewardship	Outcome 5.3 Ethical, open and transparent decision making	Outcome 5.4 Improved community awareness	Outcome 5.5 Customer focused	Outcome 5.6 Employer of choice	Outcome 5.7 Business continuity			

Appendix 3: Index of Indicators

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
EN01	Percentage of bushland under active management	1.1	Council - natural area maps	100%	2006: 100% 2008: 100% 2012: 100%	2016: 100%		
EN02	Condition of bushland	1.1	Conditional bushland audit	Improved condition	2006: Improved condition 2008: Improved condition 2012: Improved condition	2016: Improved condition		
EN03	Proportion of North Sydney with native vegetation	1.1	Council - Geographic Information System	Maintain	2012: 5%	2016: 5%		
EN04	Number of fauna species listed as threatened	1.1	Atlas of NSW Wildlife	Stable	2008: 3 2012: na	2016: 8		
EN05	Number of fauna species listed as endangered	1.1	Atlas of NSW Wildlife	Stable	2008: 3 2012: na	2016: 8		
EN06	Number of flora species listed as threatened	1.1	Atlas of NSW Wildlife	Stable	2008: 1 2012: na	2016: 1		
EN07	Number of flora species listed as endangered	1.1	Atlas of NSW Wildlife	Stable	2008: 1 2012: na	2016: 1		
EN08	Percentage of North Sydney which has tree cover	1.2	Council - natural area maps/Geographic Information System	Maintain	2006: 24% 2008: 35% 2012: 36%	2016: 31%		
EN09	Percentage of compliance with the Australian and New Zealand Environment Conservation Council (ANZECC) guidelines for water quality at Council's water quality monitoring sites	1.3	Council - water quality monitoring report	Improve	2012: 58%	2016: 70%		

On track
 Not on track
 Off track
 No change
 na=not available
 Improving/favourable
 Declining/unfavourable
 No significant change

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
EN10	Tonnes of rubbish removed by Council pollution control devices	1.3	Council - water quality monitoring report	Improve	2006: 256 tonnes 2008: 247 tonnes 2012: 324 tonnes	2016: 325 tonnes		
EN11	Percentage of participants satisfied with environmental education programs	1.4	Council - participant survey	Maintain	2006: 89% 2008: 92% 2012: 95%	2016: 97%		
EN12	Percentage decrease in electricity use by residents compared with 2011/12 levels	1.4	Ausgrid Community Electricity Report	N/A	na	2016: 5%	No trend New measure	N/A
EN13	Percentage decrease in electricity use by businesses compared with 2011/12 levels	1.4	Ausgrid Community Electricity Report	N/A	na	2016: 12%	No trend New measure	N/A
EN14	Percentage increase in residential recyclables collected compared with 2011/12 levels	1.4	NSW Local Government - Waste Avoidance and Resource Recovery Data Report	N/A	na	2016: -21%	No trend New measure	
EN15	Percentage increase in residential waste diverted from landfill compared with 2011/12 levels	1.4	NSW Local Government - Waste Avoidance and Resource Recovery Data Report	N/A	na	2016: 16%	No trend New measure	N/A
EN16	Percentage reduction in water use by residents compared with 2011/12 levels	1.4	SydneyWater	N/A	na	2016: -7%	No trend New measure	
EN17	Percentage reduction in water use by businesses compared with 2011/12 levels	1.4	SydneyWater	N/A	na	2016: -3%	No trend New measure	
EN18	Percentage of households collecting waste water	1.4	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2017: na	No trend	N/A
EN19	Percentage reduction in water use by Council compared with 2011/12	1.4	Billing information	N/A	na	2016: -19%	No trend New measure	



On track
 Not on track
 Off track
 No change
 na=not available
 Improving/favourable
 Declining/unfavourable
 No significant change

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
levels								
EN20	Number of participants in residential, school, community groups and business sustainability programs	1.4	Attendance records	Maintain	2012: 2,000	2016: 2,601		
EN21	Percentage reduction in greenhouse gas emissions generated by the community compared with 2011/12 levels	1.4	Billing information	N/A	na	2016: 5%	No trend New measure	N/A
EN22	Percentage reduction in greenhouse gas emissions generated by Council compared with 2011/12 levels	1.4	Council - solar photovoltaic panel system readings	N/A	na	2016: 3%	No trend New measure	N/A
EN23	Percentage increase in renewable energy generated by Council compared with 2011/12 levels	1.4	Council - solar capacity records	N/A	na	2016: 152%	No trend New measure	N/A
EN24	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities at parks/open spaces, Council buildings and community facilities	1.4	Council - water monitoring system	Improve	2012: 16.3ML	2016: 39ML		
EN25	Number of days when polluting concentration exceeds National Environment Protection Measure (NEPM) guidelines	1.4	NSW Office of Environment and Heritage	Improve	2012: 9	2016: 1	PM ₁₀ and PM _{2.5} observations at nearest station at Lindfield	
S01	Number of noise complaints	1.4	Council and NSW Office of Environment and Heritage	Improve	2012: 306	2017: na	No trend	N/A
S02	Percentage of residents satisfied with the maintenance of parks, ovals and bushland areas	1.4	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Improve	2006: 85% 2008: 85% 2012: 86%	2016: 89%		

On track
 Not on track
 Off track
 No change
 na=not available
 Improving/favourable
 Declining/unfavourable
 No significant change

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
S03	Percentage of users satisfied with Council's recreation facilities	1.5	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2016: 82%	No trend New measure	N/A	
S04	Percentage of users satisfied with North Sydney Olympic Pool	1.5	North Sydney Council Customer Satisfaction Survey 2016	Improve	2006: 65% 2008: 64% 2012: 55%	2016: 83%			
EN26	Hectares of open space per resident	1.5	Council - Geographic Information System	N/A	na	2017: na	No trend	N/A	
S05	Percentage of residents satisfied with land use and quality of development	2.2	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 55% 2008: 57% 2012: 53%	2016: 63%	The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were with 'management of the development within the area.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'quality of commercial and residential development.'		
EC01	Percentage of businesses satisfied with land use and quality of development	2.2	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Improve	2006: 61% 2008: 65% 2012: 63%	2016: 72%	The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were		







On track
 Not on track
 Off track
 No change
 na=not available
 Improving/favourable
 Declining/unfavourable
 No significant change

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
						with 'management of the development within the area.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'quality of commercial and residential development.'			
S06	Number and type of dwellings	2.2	Australian Bureau of Statistics, Census of Population and Housing 2006, 2011 and 2016	N/A. Indicator for information only	2008: Separate house: 4,597 Medium density: 8,802 High density: 20,194 Other: 264 Not stated: 18 2012: Separate house: 4,518 Medium density: 8,985 High density: 21,203 Other: 134 Not stated: 57	2017: 30,066 Separate house: 3,301 Medium density: 4,219 High density: 22,381 Other: 73	This information is based on building consents that may be issued by North Sydney Council. Although the majority of building consents are completed, there may be a small proportion of issued consents that are not completed. It is assumed the general trends shown in this measure are not significantly affected by any uncompleted consents.	N/A	N/A
S07	Number of additional dwellings	2.2	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	N/A. Indicator for information only	2008: 1,595 2012: 1,024	2017: na New data will be available in October 2017 with the release of data by the ABS.		N/A	N/A
S08	Percentage of residents satisfied with the maintenance of local roads and footpaths	2.3	North Sydney Council Customer Satisfaction	Maintain	2006: 60% 2008: 59% 2012: 58%	2016: 71%			

 On track
  Not on track
  Off track
  No change
 na=not available
  Improving/favourable
  Declining/unfavourable
  No significant change

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
		Survey 2004, 2006, 2010 and 2016							
EC02	Percentage of businesses satisfied with the maintenance of local roads and footpaths	2.3	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 55% 2008: 68% 2012: 69%	2016: 70%			
S09	Percentage of residents satisfied with the cleanliness of local roads and footpaths	2.3	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 72% 2008: 77% 2012: 82%	2016: 81%			
EC03	Percentage of businesses satisfied with the cleanliness of local roads and footpaths	2.3	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 68% 2008: 81% 2012: 83%	2016: 82%			
S10	Percentage of residents satisfied with accessibility and appearance of public areas	2.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Maintain	2012: 74%	2017: 76%			
S11	Road pavement condition index	2.3	Council - Asset Information Management System	Improve	2012: 8.4	2016: 7.4	In 2014 the Road Pavement survey used more technological advanced equipment capable of capturing slightly more defects that would otherwise not have been detected. Analysis conducted suggests that notwithstanding the technological		

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
						advances there appears to have been a deterioration in the condition of the network in 2014 compared to previous surveys. It should be noted that the capital expenditure on roads increased in 2016 which should have improved the Pavement Condition Index since 2014.		
S12	Percentage of footpaths in 'excellent' or 'good' condition	2.3	Council - Asset Information Management System	N/A	na	2016: 28%	No trend	N/A
S13	Percentage of drainage in 'excellent' or 'good' condition	2.3	Council - Asset Information Management System	N/A	na	2016: 68%	New measure	N/A
S14	Percentage of residents satisfied with the look and amenity of North Sydney	2.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Maintain	2012: 81%	2016: 76%		
EC04	Percentage of businesses satisfied with the look and amenity of North Sydney	2.3	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 71% 2008: 81% 2012: 82%	2016: 73%		
S15	Number of items listed on the heritage schedule	2.4	North Sydney Council Heritage Register	Maintain	2012: 1,200	2016: 1,082		
S16	Percentage of residents satisfied with retention of heritage items	2.4	North Sydney Council Customer	N/A	na	2017: na	No trend	N/A





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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
Satisfaction Survey 2016								
S17	Percentage of workers taking public transport to work	2.5	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Improve	2008: 44% 2012: 44%	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A
S18	Percentage of workers walking or cycling to work	2.5	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Improve	2008: 7% 2012: 8%	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A
S19	Percentage of residents taking public transport to work	2.5	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Improve	2008: 34% 2012: 36.2%	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A
S20	Percentage of residents walking or cycling to work	2.5	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Improve	2008: 13% 2012: 13.2%	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A
S21	Number of cars registered in North Sydney	2.5	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Maintain	2008: 5,154 2012: 5,183	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A





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Indicator		Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
S22	Car share membership in North Sydney	2.5	Council - Traffic Database	Improve	2006: 80	2016: 5,156			
S23	Percentage of residents satisfied with pedestrian and cycle paths	2.5	North Sydney Council Customer Satisfaction Survey 2016	Improve	2012: 58%	2016: 54%	Information only pertains to footpaths in 2012 and 2016.		
S24	Length of pedestrian and cycling paths	2.5	Council - Asset Information Management System	Sufficient to enable North Sydney to improve the percentage of all trips within the LGA made by walking and cycling.	2012: 251km	2016: 254km		 While the length of pedestrian and cycling paths has increased slightly, whether this is sufficient to enable North Sydney to improve the percentage of all trips within the LGA made by walking and cycling is not determinable until October 2017 with the release of data by the ABS.	
S25	Percentage of residents satisfied with traffic flow throughout North Sydney	2.6	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 61% 2008: 64% 2012: 62%	2016: 46%	The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were		

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
						with 'traffic management.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'management of traffic flow (congestion) on local roads (excluding highways) in commercial areas and residential areas.'		
S26	Percentage of residents satisfied with parking provision	2.7	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 53% 2008: 51% 2012: 55%	2016: 35%	The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied respondents were with 'overall management of parking' and 'policing of parking.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'provision of parking.'	 
EC05	Percentage of businesses satisfied with parking provision	2.7	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 41% 2008: 47% 2012: 49%	2016: 33%	The wording of the Customer Satisfaction Survey question changed in 2016. In 2006, 2010 and 2013, the survey asked how satisfied	 

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
						respondents were with 'overall management of parking' and 'policing of parking.' In 2016, the question was re-phrased to ask how satisfied respondents were with the 'provision of parking.'			
EC06	Office and retail occupancy and vacancy rates	3.1	Property Council of Australia - Office Market Report	Improve	2012: North Sydney: 7.2% Crows Nest/St Leonards: 13.0%	2017: North Sydney: 7.1% Crows Nest/St Leonards: 10.5%	Data on retail occupancy and vacancy rates was not available.		
EC07	Percentage of businesses that feel North Sydney is a good place to do business	3.1	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2017: na	No trend	N/A	
EC08	Net growth of commercial floor space in the CBD	3.1		Improve	2012: 89,785m ²	2017: na	No trend	N/A	
EC09	Net growth of commercial floor space	3.1		Improve	2009: 97 m ² 2010: 98,911 m ² 2011: -896 m ²	2017: na	No trend	N/A	
EC10	Dollar value of commercial construction	3.1	Register of Development Approvals	N/A	na	2016: \$684m	No trend New measure	N/A	
EC11	Percentage of businesses satisfied with the look and amenity of the public domain	3.1	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 71% 2008: 81% 2012: 82%	2016: 73%			
EC12	Number of businesses by industry division	3.2	Australian Bureau of Statistics Business Register (ABSBR), Counts	N/A. Indicator for information only	2012: Agriculture, Forestry and Fishing: 217	2016: Agriculture, Forestry and Fishing: 178	N/A	N/A	



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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
	of Australian Businesses, including Entries and Exits 2012 to 2016			Mining: 63 Manufacturing: 236 Electricity, Gas, Water and Waste Services: 30 Construction: 720 Wholesale Trade: 449 Retail Trade: 640 Accommodation and Food Services: 544 Transport, Postal and Warehousing: 231 Information Media and Telecommunications: 431 Financial and Insurance Services: 2,357 Rental, Hiring and Real Estate Services: 1,966 Professional, Scientific and Technical Services: 3,687 Administrative and Support Services: 671 Public Administration and Safety: 53 Education and Training: 284 Health Care and Social Assistance: 843 Arts and Recreation	Mining: 38 Manufacturing: 230 Electricity, Gas, Water and Waste Services: 34 Construction: 795 Wholesale Trade: 515 Retail Trade: 588 Accommodation and Food Services: 536 Transport, Postal and Warehousing: 230 Information Media and Telecommunications: 420 Financial and Insurance Services: 3,286 Rental, Hiring and Real Estate Services: 2,008 Professional, Scientific and Technical Services: 3,765 Administrative and Support Services: 642 Public Administration and Safety: 39 Education and Training: 295 Health Care and Social Assistance: 901 Arts and Recreation			

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
				Services: 262 Other Services: 316 Unknown: 321	Services: 226 Other Services: 305 Unknown: 269			
EC13	Local estimates of unemployment (unemployment rate)	3.2	ABS Labour Force Survey; Census of Population and Housing and Department of Education, Employment and Workplace Relations Small Area Labour Markets Australia	Stable or improve	2012: 3.0%	2017: 3.1%		
EC14	Percentage of residents working and living in North Sydney as a proportion of employed residents living in North Sydney	3.2	Australian Bureau of Statistics, Census of Population and Housing 2011	Stable or improve	2012: 14.6%	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A
EC15	Ranking of North Sydney CBD against other major commercial centres	3.2	Australian Bureau of Statistics Business Register (ABSBR)	Maintain	2012: 2	2016: 3		
S27	Median weekly household income	-	Australian Bureau of Statistics, 2011 and 2016 Census QuickStats	N/A	2008: \$1,772 2012: \$2,205	2017: \$2,360	Gross	N/A
S28	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney	-	Australian Bureau of Statistics. Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA),	Improve	2008: 1,184 2012: 1,104.8	2017: na New data will be available in October 2017 with the release of data by the ABS.	No trend	N/A

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
		Australia, 2006 and 2011							
S29	Percentage of residents who are employed	-	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011 and Department of Education, Employment and Workplace Relations Small Area Labour Markets Australia	Improve	2008: 97.1% 2012: 96.3%	2017: na New data will be available in October 2017 with the release of data by the ABS.	People aged 15 years and over	No trend	N/A
S30	Labour force participation rate	-	Australian Bureau of Statistics, Census of Population and Housing 2006, 2011 and 2016	N/A. Indicator for information only	2008: 69.0% 2012: 70.9%	2016: 67.5%	Lower Northern Sydney Region	N/A	N/A
S31	Percentage of residents with tertiary qualifications	-	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	Improve	2008: 61.0% 2012: 66.8%	2017: na New data will be available in October 2017 with the release of data by the ABS.	Refers to persons aged 15 years and over	No trend	N/A
S32	Percentage of residents who feel a sense of community in North Sydney and their neighbourhood	4.1	North Sydney Council Customer Satisfaction Survey 2016	Stable or improve	2012: 78%	2016: 75%			
S33	Percentage of residents satisfied with Council run community events	4.3	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2016: 74%		No trend New measure	N/A
S34	Percentage of residents satisfied with the range of arts and cultural	4.3	North Sydney Council Customer	N/A	na	2016: 64%		No trend New measure	N/A

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
experiences in North Sydney		Satisfaction Survey 2016						
S35	Percentage of residents satisfied with the range of public art in North Sydney	4.3	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2016: 51%	No trend New measure	N/A
S36	Number of Aboriginal cultural heritage sites	4.4	Aboriginal Heritage Office	Stable or improve	2012: 75	2016: 81		
S37	Percentage of adults in North Sydney involved in volunteering	4.5	Australian Bureau of Statistics, Census of Population and Housing 2006, 2011 and 2016	Improve	2008: 17.6% 2012: 19.7%	2017: 21.5%	Persons aged 15 years or over 	
S38	Percentage of residents who are an active member of Stanton Library	4.6	Council - Stanton Library	Improve	2012: 34%	2016: 24%	Note: Decline in percentage of active members due to change of definition of active use (from 5 years to 3 years) and to Council's policy allowing unrestricted use of any library card, meaning families share one card. 	
S39	Percentage of users satisfied with Stanton Library	4.6	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 70% 2008: 72% 2012: 91%	2016: 93%		
S40	Percentage of residents self-reporting health as excellent or very good	4.7	NSW Population Health Survey. Centre for Epidemiology and Evidence, NSW Ministry of Health	Improve	2012: 86.7%	2016: 86.4%	Northern Sydney Local Health District 	

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
S41	Life expectancy at birth: in years, for males and females separately	Health Stats NSW	Improve	2008: Males: 82.5 years Females: 86.3 years 2012: Males: 83.7 years Females: 87.5 years	2017: na New data will be available in October 2017 with the release of data by the ABS.	Northern Sydney Local Health District	No trend	N/A
S42	Percentage of residents undertaking adequate physical activity	Health Stats NSW	Improve	2012: 60%	2014: 60.5% As at 1 July 2016 more recent Health Stats NSW data had not yet been released by NSW Ministry of Health	Persons aged 16 years or over At least 5 times per week Northern Sydney Local Health District		
S43	Rates of the following diseases, per 100,000 population: 1. cardiovascular disease 2. diabetes 3. cancer 4. respiratory disease	Health Stats NSW	Improve	2012: 1. Cardiovascular disease: Males: 211 Females: 157.7 2. Diabetes: Males: na Females: na 3. Cancer: Males: 180.8 Females: 131.6 4. Respiratory disease: Males: 46.0 Females: 34.3	2014: 1. Cardiovascular disease: 92.8 2. Diabetes: Males: 20.8 Females: 11.8 3. Cancer: Males: na Females: na 4. Respiratory disease: Males: na Females: na As at 1 July 2017 more recent Health Stats NSW data had	Northern Sydney Local Health District	No trend	N/A

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status	
						not yet been released by NSW Ministry of Health			
S44	Percentage of children in North Sydney in their first year of full time school who are developmentally on track in each Australian Early Development Index (AEDI) domain: 1. physical health and wellbeing 2. social competence 3. emotional maturity 4. language and cognitive skills (school-based) 5. communication and general knowledge	4.7	Australian Early Development Census	Improve	2009: 1. 88.7 2. 86.8 3. 87.3 4. 92.6 5. 91.3 2012: 1. 88.5 2. 87.8 3. 86.1 4. 94.7 5. 90.7	2015: 1. 82 2. 83.6 3. 80 4. 95.4 5. 88.2	Vulnerable if on two or more domains of the AEDC.		
S45	Ratio of childcare places to population of children aged 0-5 years resident in North Sydney	4.8	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011 and NSW Department of Education and Communities	N/A	na	2016: 0.6	Childcare places Long Day Care (0-6 years) and Preschool (3-6 years)	No trend New measure	N/A
S46	Ratio of primary school places to population of primary aged children resident in North Sydney	4.8	NSW Department of Education and Training	N/A	na	2016: 0.6		No trend New measure	N/A
S47	Percentage of residents satisfied with Council's provision of children's services	4.8	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Improve	2006: 38% 2008: 38% 2012: 35%	2016: 43%			
S48	Dollar amount of financial support provided by Council to community groups to facilitate community goals	4.8	Council - Annual Report	Maintain	2012: \$1.0m	2015: \$2.1			
S49	Percentage of residents who feel safe in North Sydney	4.9	North Sydney Council Customer	Stable or improve	2012: 89%	2016: 89%			

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
S50	Rate of the following offences per 100,000 residents in North Sydney: 1. assault - non domestic violence 2. sexual 3. assault - domestic violence 4. robbery – without a weapon 5. robbery – with a firearm 6. robbery – with a weapon not a firearm 7. break and enter dwelling 8. motor vehicle theft	NSW Bureau of Crime Statistics and Research	Improve	2012: 1. Assault - non domestic violence: 310.8 2. Sexual: 26.4 3. Assault - domestic violence: 170.9 4. Robbery – without a weapon: 19.1 5. Robbery – with a firearm: 2.9 6. Robbery – with a weapon not a firearm: 11.8 7. Break and enter dwelling: 372.7 8. Motor vehicle theft: 78.1	2016: 1. Assault - non domestic violence: 245.1 2. Sexual: 28.9 3. Assault - domestic violence: 181.8 4. Robbery – without a weapon: 13.8 5. Robbery – with a firearm: 0.0 6. Robbery – with a weapon not a firearm: 4.1 Break and enter dwelling: 194.2 8. Motor vehicle theft: 44.1	LGAs with populations with lower than 3,000 are excluded from rankings because rate calculations for these areas are very sensitive to small changes in population sizes and the number of incidents recorded. Rate calculations should also be treated very cautiously for LGAs that have high visitor numbers relative to their residential population. This is because rate calculations are based on estimated residential population and no adjustment has been made for the number of people visiting each LGA per year. Bureau of Crime Statistics and Research 2015, <i>NSW Recorded Crime Statistics 2012-2015</i> , Bureau of Crime Statistics and Research, Sydney		

Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
S51	Number of road traffic fatalities	4.9	Road and Maritime Services, Road Traffic Crashes in NSW (NSW Centre for Road Safety)	Maintain	2008: 0 2014: 2	2016: 0		
S52	Number of road traffic major injuries	4.9	Road and Maritime Services, Road Traffic Crashes in NSW (NSW Centre for Road Safety)	Improve	2008: 189 2014: 137	2016: 153		
S53	Number of pedestrian fatalities	4.9	Road and Maritime Services, Road Traffic Crashes in NSW (NSW Centre for Road Safety)	Stable	2008: 0	2014: 1 As at 1 July 2016 more recent Road Traffic Crashes data had not yet been released by Roads and Maritime Services		
S54	Number of pedestrian injuries	4.9	Road and Maritime Services, Road Traffic Crashes in NSW (NSW Centre for Road Safety)	Improve	2012: 20	2014: 35 As at 1 July 2016 more recent Road Traffic Crashes data had not yet been released by Roads and Maritime Services		
S55	Number of traffic collisions within North Sydney per year	4.9	Road and Maritime Services, Road Traffic Crashes in	Improve	2012: 309	2014: 268 As at 1 July 2016 more recent		

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
		NSW (NSW Centre for Road Safety)			Road Traffic Crashes data had not yet been released by Roads and Maritime Services			
S56	Median house sale price Median flat/unit sale price	4.10	Housing NSW Rent and Sales Report	N/A. Indicator for information only	2012: Median house sale price: \$1.2m Median flat/unit sale price: \$655,000	2016: Median house sale price: \$2.5m Median flat/unit sale price: \$1.1m	N/A	N/A
S57	Percentage of households with housing costs 30% or more of gross income	4.10	Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016	Improve	2012: 9.3%	2017: 15.3%	Rent weekly payments	 
S58	Ratio of affordable housing as a proportion of total housing within North Sydney	4.10	Centre for Affordable Housing (NSW Department of Housing) and North Sydney Council Housing Needs Background Report 2013	Improve	2012: 13.5%	2013: 14.1%		 
S59	Ratio of aged care places per 1,000 older residents	4.10	Australian Government Department of Health Aged Care Data	Improve	2012: 0.05	2015: 0.02	Operational aged care places Defined as aged 70 and over for non-indigenous people and over 50 for Indigenous Australians Includes Neutral Bay-Kirribilli, North Sydney-Lavender	 

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
						Bay and St Leonards-Naremburn		
G01	Percentage of residents aware of CSP	5.1	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 23%	2016: 23%		
G02	Percentage of businesses aware of CSP	5.1	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 19%	2016: 20%		
G03	Percentage of residents satisfied with North Sydney's strategic direction	5.1	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 49%	2016: 51%		
G04	Percentage of businesses satisfied with North Sydney's strategic direction	5.1	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 47%	2016: 56%		
G05	Amount of grant funding or sponsorship received by Council	5.2	Council - Financial Management System	Improve	2012: \$4.7m	2017: na	No trend	N/A
G06	Operating performance ratio	5.2	Council - Audited Financial Statements	>0%	2012: 0.26%	2016: 1.96%		
G07	Rates and Annual Charges coverage ratio	5.2	Council - Audited Financial Statements	>50	2012: 42.83%	2017: na	No trend	N/A
G08	Unrestricted current ratio	5.2	Council - Audited Financial Statements	>1.5:1	2012: 2.86	2016: 3.3		

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
G09	Building and Infrastructure renewal ratios	5.2	Council - Audited Financial Statements	100%	2012: 55%	2016: 173%		
G10	Debt service ratio	5.2	Council - Audited Financial Statements	<10	2012: 0x	2016: 62.4x		
G11	Broad liabilities ratio	5.2	Council - Audited Financial Statements	<60	2012: 22.75%	2017: na	No trend	N/A
G12	Percentage of residents satisfied with Council's community engagement processes	5.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 67%	2016: 75%		
G13	Percentage of businesses satisfied with Council's community engagement processes	5.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 47%	2016: 48%		
G14	Number of attendees at Precinct Committee meetings	5.3	Precinct Committee Meeting minutes	Improve	2012: 444	2016: 2,125		
G15	Percentage of residents aware of Precinct System	5.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 53%	2016: 45%		
G16	Percentage of businesses aware of Precinct System	5.3	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 19%	2016: 30%		
G17	Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes	5.3	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2017: na	No trend	N/A

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Indicator	Related CSP Outcomes	Data Source	2016 Target	Previous Data	Latest Data	Comment	Trend	Progress Status
G18	Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes	5.3	North Sydney Council Customer Satisfaction Survey 2016	N/A	na	2017: na	No trend	N/A
G19	Percentage of households in North Sydney that have a broadband, dial-up or another type of internet connection	5.4	Australian Bureau of Statistics, Census of Population and Housing 2006, 2011 and 2016	N/A	2008: 68.3% 2012: 82%	2017: 91.5%	N/A	N/A
G20	Percentage of residents satisfied with communications from Council	5.4	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Maintain	2012: 67%	2016: 75%		
G21	Percentage of residents from countries where English is not the first language	5.4	Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011	N/A. Indicator for information only	2008: 18.1% 2012: 20.8%	2017: na New data will be available in October 2017 with the release of data by the ABS.	N/A	N/A
G22	Percentage of businesses satisfied with communications from Council	5.4	North Sydney Council Customer Satisfaction Survey 2010 and 2016	Improve	2012: 56%	2016: 65%		
G23	Percentage of residents satisfied with Council's service delivery	5.5	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 86% 2008: 87% 2012: 85%	2016: 84%		
G24	Percentage of businesses satisfied with Council's service delivery	5.5	North Sydney Council Customer Satisfaction Survey 2004, 2006, 2010 and 2016	Maintain	2006: 61% 2008: 77% 2012: 76%	2016: 65%		

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Appendix 4: Summary of Progress by QBL

QBL Element	No. of Indicators	Performance Summary
Environment	26	<p>10 are making progress towards, or have achieved the 2016 target; and</p> <p>3 did not meet the desired target but not significantly; and</p> <p>4 are not making progress towards the 2016 target; and</p> <p>1 shows no change.</p> <p>For the other 8 indicators, no data is currently available.</p>
Social	59	<p>18 are making progress towards, or have achieved the 2016 target; and</p> <p>6 did not meet the desired target but not significantly; and</p> <p>6 are not making progress towards the 2016 target; and</p> <p>2 shows no change.</p> <p>For the other 27 indicators, no data is currently available.</p>
Economic	15	<p>5 are making progress towards, or have achieved the 2016 target; and</p> <p>1 did not meet the desired target but not significantly; and</p> <p>3 are not making progress towards the 2016 target; and</p> <p>For the other 6 indicators, no data is currently available.</p>
Governance	24	<p>13 are making progress towards, or have achieved the 2016 target; and</p> <p>1 did not meet the desired target but not significantly; and</p> <p>2 are not making progress towards the 2016 target; and</p> <p>1 shows no change.</p> <p>For the other 7 indicators, no data is currently available.</p>

Appendix 5: Summary of Changes to Community Strategic Plan Sustainability Indicators since End of Term Report 2012

EN03	Proportion of North Sydney with native vegetation	New indicator
	Number of participants in Bushcare programs and community planting events	Indicator no longer measured
	Number of plants provided through Bushcare programs and community planting events	Indicator no longer measured
EN04	Number of fauna species listed as threatened	New indicator
EN05	Number of fauna species listed as endangered	New indicator
EN06	Number of flora species listed as threatened	New indicator
EN07	Number of flora species listed as endangered	New indicator
	Biodiversity inventory updated	Indicator no longer measured
	Number of pest animal control programs undertaken annually	Indicator no longer measured
EN08	Percentage of North Sydney which has tree cover	Amended indicator. Previously <i>Percentage of canopy cover</i>
	Total land area planted or landscaped through Streets Alive program and community planting events	Indicator no longer measured
	Number of rooftop gardens/greening	Indicator no longer measured
	Number of new developments that breach landscape requirements	Indicator no longer measured
	Percentage of creek and harbour water quality sites meeting internationally accepted ecological and human health standards	Indicator no longer measured
EN10	Tonnes of rubbish removed by Council pollution control devices	Amended indicator. Previously <i>Volume of litter, sediments and organics removed by pollution control devices</i>
EN12	Percentage decrease in electricity use by residents compared with 2011/12 levels	Amended indicator. Previously <i>Kilowatt hour of electricity per resident per year</i>

EN13	Percentage decrease in electricity use by businesses compared with 2011/12 levels	Amended indicator. Previously <i>Kilowatt hour of electricity per business per year</i>
EN14	Percentage increase in residential recyclables collected compared with 2011/12 levels	Amended indicator. Previously <i>Kilograms of resources recovered per capita per Year</i>
EN15	Percentage increase in residential waste diverted from landfill compared with 2011/12 levels	Amended indicator. Previously <i>Kilograms of waste sent to landfill per capita per Year</i>
	Number of Waste Wise events	Indicator no longer measured
EN16	Percentage reduction in water use by residents compared with 2011/12 levels	Amended indicator. Previously <i>Kilolitres of drinking water by resident per year</i>
EN17	Percentage reduction in water use by businesses compared with 2011/12 levels	Amended indicator. Previously <i>Kilolitres of drinking water by business per year</i>
EN18	Percentage of households collecting waste water	New indicator
EN24	Megalitres of recycled water from rainwater tanks, stormwater harvesting or other recycling facilities	New indicator
	Uptake of water tank rebates	Indicator no longer measured
EN19	Percentage reduction in water use by Council compared with 2011/12 levels	Amended indicator. Previously <i>Kilolitres of drinking water used by Council per year</i>
EN22	Percentage reduction in greenhouse gas emissions generated by Council compared with 2011/12 levels	Amended indicator. Previously <i>Tonnes of greenhouse gas emissions generated by Council per year</i>
EN23	Percentage increases in renewable energy generated by Council compared with 2011/12 levels	Amended indicator. Previously Amended indicator. <i>Kilowatt hours of renewable energy by Council activities and facilities per year</i>
EN25	Number of days when polluting concentration exceeds National Environment Protection Measure (NEPM) guidelines	Amended indicator. Previously <i>Number of days when airborne pollution exceeds regional air quality index</i>
S01	Number of noise complaints	Amended indicator. Previously <i>Number of noise complaints responded to</i>
S04	Percentage of users satisfied with North Sydney Olympic Pool	Amended indicator. Previously <i>North Sydney Olympic Pool User Survey score</i>
	Number of visits to North Sydney Olympic Pool	Indicator no longer measured
EN26	Hectares of open space per resident	Amended indicator. Previously <i>Total area of new public open space</i>

	Amount of open space acquired in line with contributions from Section 94 Plan	Indicator no longer measured
S11	Road pavement condition index	Amended indicator. Previously <i>Average roughness of road network</i>
S12	Percentage of footpaths in 'excellent' or 'good' condition	Amended indicator. Previously <i>Average condition of footpath network</i>
S13	Percentage of drainage in 'excellent' or 'good' condition	Amended indicator. Previously <i>Average condition rating of drainage network</i>
	Percentage of non flooding properties	Indicator no longer measured
S05	Percentage of residents satisfied land use and quality of development	Amended indicator. Previously <i>Community satisfaction with land use and quality of development</i>
EC01	Percentage of businesses satisfied with land use and quality of development	Amended indicator. Previously <i>Community satisfaction with land use and quality of development</i>
	Percentage of development approvals with 4 star plus greenhouse building rating	Indicator no longer measured
	Number of Urban Design Advisory Panel and Design Excellence Panel meetings	Indicator no longer measured
S14	Percentage of residents satisfied with the look and amenity of North Sydney	Amended indicator. Previously <i>Community satisfaction with the look and amenity of North Sydney</i>
EC04	Percentage of businesses satisfied with the look and amenity of North Sydney	New indicator
	Number of reported incidents of graffiti	Indicator no longer measured
	Number of abandoned vehicles reported	Indicator no longer measured
S16	Percentage of residents satisfied with retention of heritage items	Amended indicator. Previously <i>Community satisfaction with retention of heritage items</i>
	Percentage of building and development works complaints investigated within set timeframes	Indicator no longer measured
	Percentage of regulated premises inspected within set timeframes	Indicator no longer measured
	Percentage of food premises inspected within set timeframes	Indicator no longer measured
	Percentage of dog complaints responded to within agreed service level	Indicator no longer measured

	Community satisfaction with public transport	Indicator no longer measured
S19	Percentage of residents taking public transport to work	Amended indicator. Previously <i>Number of residents and workers using public transport</i>
S17	Percentage of workers taking public transport to work	New indicator
S18	Percentage of workers walking or cycling to work	New indicator
S20	Percentage of residents walking or cycling to work	New indicator
	Community satisfaction with public transport	Indicator no longer measured
	Number of car parking permits issued	Indicator no longer measured
	Number of development approvals that include bike storage	Indicator no longer measured
S22	Car share membership in North Sydney	Amended indicator. Previously <i>Number of car share vehicles in North Sydney</i>
	Number of additional bike racks/parking installed	Indicator no longer measured
	Number of development approvals that include 'end of trip' facilities for cyclists and pedestrians	Indicator no longer measured
	Number of Council offices, facilities and car parks with electric vehicle recharge facilities	Indicator no longer measured
S23	Percentage of residents satisfied with pedestrian and cycle paths	Amended indicator. Previously <i>Community satisfaction with pedestrian and cycle paths</i>
	Number of bus shelters	Indicator no longer measured
	Number of pedestrian and cycling networks	Indicator no longer measured
	Number of vehicles on local roads	Indicator no longer measured
	Traffic speed and volume averages on local roads in residential areas	Indicator no longer measured
S25	Percentage of residents satisfied with traffic flow throughout North Sydney	Amended indicator. Previously <i>Community satisfaction with traffic flow throughout North Sydney</i>

	Number of 'resident excepted' restricted parking spaces	Indicator no longer measured
	Number of CBD off-street private (non-residential and non-commercial) car parking spaces	Indicator no longer measured
EC05	Percentage of businesses satisfied with parking provision	Amended indicator. Previously <i>Community satisfaction with parking provision</i>
S26	Percentage of residents satisfied with parking provision	
S22	Car share membership in North Sydney	Amended indicator. Previously <i>Number of car parking spaces for car share and low impact vehicles</i>
	Number of development approvals that include 'car stackers'	Indicator no longer measured
EC09	Net growth (square metres) of commercial floor space	New indicator
	Percentage mix of retail uses	Indicator no longer measured
EC14	Percentage of residents working and living in North Sydney as a proportion of employed residents living in North Sydney	New indicator
	Number of national or international events hosted in North Sydney per year	Indicator no longer measured
	Number of major sporting events held in North Sydney per year	Indicator no longer measured
	Number of street activities	Indicator no longer measured
S27	Median weekly household income	New indicator
S28	Index of Relative Socioeconomic Disadvantage (IRSD) score for North Sydney	New indicator
S29	Percentage of residents who are employed	New indicator
S30	Labour force participation rate	New indicator
S31	Percentage of residents with tertiary qualifications	New indicator
	Community event participation levels	Indicator no longer measured
S33	Percentage of residents satisfied with Council run community events	Amended indicator. Previously <i>Audience satisfaction with Council run community events</i>

S34	Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney	New indicator
S35	Percentage of residents satisfied with the range of public art in North Sydney	New indicator
	Number of cultural groups and organisations supported (by Council)	Indicator no longer measured
	Number of programs specifically designed for CALD groups	Indicator no longer measured
	Community awareness of the significance of historic sites	Indicator no longer measured
	Customer satisfaction with arts and cultural services and programs	Indicator no longer measured
	Number of performing and visual arts venues in North Sydney	Indicator no longer measured
	Number of permanent public artworks	Indicator no longer measured
	The dollar value of benefits delivered to the community per year through philanthropy	Indicator no longer measured
	Community satisfaction with the range of learning opportunities (available through community centres)	Indicator no longer measured
	Number of people completing educational/training activities through community centres	Indicator no longer measured
	Performance of North Sydney students compared to State benchmarks	Indicator no longer measured
	Number of library loans per year	Indicator no longer measured
	Number of visits to Stanton Library per year	Indicator no longer measured
	Stanton Library book stock per capita	Indicator no longer measured
	Number of participants in Stanton Library programs	Indicator no longer measured
S39	Percentage of users satisfied with Stanton Library	Amended indicator. Previously <i>Stanton Library user satisfaction with services and information</i>

S37	Percentage of adults in North Sydney involved in volunteering	Amended indicator. Previously <i>Percentage of community volunteering</i>
	Average number of volunteer hours per week	Indicator no longer measured
	Number of volunteers involved in Council volunteer programs	Indicator no longer measured
S39	Life expectancy at birth: in years, for males and females separately	New indicator
S40	Percentage of residents self-reporting health as excellent or very good	New indicator
S41	Percentage of residents undertaking adequate physical activity	New indicator
S42	Rates of the following diseases, per 100,000 population	New indicator
	Number of wellbeing programs conducted by community centres	Indicator no longer measured
	User satisfaction with wellbeing programs and services	Indicator no longer measured
	Community bus service patronage	Indicator no longer measured
	Number of immunisation clinics held	Indicator no longer measured
	Utilisation of community centres and community facilities	Indicator no longer measured
	Community satisfaction with community facilities	Indicator no longer measured
S43	Percentage of children in North Sydney in their first year of full time school who are developmentally on track in each Australian Early Development Index (AEDI) domain: 1. physical health and wellbeing 2. social competence 3. emotional maturity 4. language and cognitive skills (school-based) 5. communication and general knowledge	New indicator
S44	Ratio of childcare places to population of children aged 0-5 years resident in North Sydney	New indicator
S45	Ratio of primary school places to population of primary aged children resident in North Sydney	New indicator

	Utilisation of child care services	Indicator no longer measured
	Client satisfaction at each Council operated childcare centre	Indicator no longer measured
	Number of Family Day Care programs	Indicator no longer measured
	Participation rates in Vacation Care programs	Indicator no longer measured
	Number of youth involved with programs for young people	Indicator no longer measured
	Number of participants in programs for older people and people with disabilities	Indicator no longer measured
	Number of hits on online community directory (LINCS)	Indicator no longer measured
	Number of community groups who receive financial support from Council each year to facilitate community goals	Indicator no longer measured
S49	Rate of the following offences per 1,000 residents in North Sydney: 1. assault - non domestic violence 2. sexual 3. assault - domestic violence 4. robbery 5. break and enter 6. motor vehicle theft	New indicator
	Community satisfaction with street lighting	Indicator no longer measured
	Number of licensed premises participating in Liquor Accord	Indicator no longer measured
	Number of reported incidences of domestic violence	Indicator no longer measured
	Number of community safety audits per year	Indicator no longer measured
S50	Number of road traffic fatalities	Amended indicator. Previously <i>Number of road accident deaths and injuries</i>
S51	Number of road traffic major injuries	
S52	Number of pedestrian fatalities	New indicator
S53	Number of pedestrian injuries	New indicator

S54	Number of traffic collisions within North Sydney per year	Amended indicator. Previously <i>Number of each type of traffic collision within North Sydney per year</i>
S55	Median house sale price Median flat/unit sale price	New indicator
S56	Percentage of households with housing costs 30% or more of gross income	New indicator
S57	Ratio of affordable housing as a proportion of total housing within North Sydney	
S58	Ratio of aged care places per 1,000 older residents	Amended indicator. Previously <i>Number of additional aged care places</i>
	Number of nursing home beds in North Sydney	Indicator no longer measured
	Percentage of the community who feel safe for pedestrians and cyclists is adequate or better	Indicator no longer measured
	Number of participants in road safety programs	Indicator no longer measured
S10	Percentage of residents satisfied with accessibility and appearance of public areas	Amended indicator. Previously <i>Community satisfaction with access around North Sydney and to the area's buildings, spaces and facilities</i>
	Percentage of reports to Council that provide a sustainability assessment	Indicator no longer measured
	Number of Council's plans, strategies and policies reviewed to reflect the Community Strategic Plan	Indicator no longer measured
	Number of Memoranda of Understanding	Indicator no longer measured
	Number of successful lobbying activities	Indicator no longer measured
	Number of community engagement/consultation opportunities provided by Council	Indicator no longer measured
	Community awareness of activities undertaken by Council	Indicator no longer measured
	Percentage of community satisfied that Council makes decisions in the best interest of North Sydney	Indicator no longer measured
	Percentage of community members who feel they can influence decisions affecting their local area	Indicator no longer measured

G14	Number of attendees at Precinct Committee meetings	New indicator
G15	Percentage of residents aware of Precinct System	New indicator
G16	Percentage of businesses aware of Precinct System	New indicator
G19	Percentage of households in North Sydney that have a broadband, dial-up or another type of internet connection	New indicator
	Number of visits to Council's website	Indicator no longer measured
G21	Percentage of residents from countries where English is not the first language	New indicator
	Number of subscriptions to online newsletters and panels	Indicator no longer measured
	Community satisfaction with access to information, key documents and meetings	Indicator no longer measured
	Community satisfaction with councillor and organisational performance	Indicator no longer measured
	Compliance with statutory requirements	Indicator no longer measured
	Compliance with privacy requirements	Indicator no longer measured
	Number of online services	Indicator no longer measured
	Staff turnover rates	Indicator no longer measured
	Percentage of staff satisfied with the organisation	Indicator no longer measured
	Annual Public Liability Audit Rating	Indicator no longer measured
	Percentage of business continuity tests conducted within agreed service level	Indicator no longer measured
	Compliance with record keeping requirements	Indicator no longer measured
	Percentage of community satisfied with ease of access to information	Indicator no longer measured
	Percentage of systems available on a 24 hour, 7 days a week basis	Indicator no longer measured